



**THE EFFECT OF ORGANIZATIONAL
CLIMATE ON EMPLOYEES' JOB
SATISFACTION; (*THE CASE OF CENTRAL
OFFICE OF PHARMACEUTICALS FUND AND
SUPPLY AGENCY- PFSA*)**

BY: AYENACHEW GIRMA

**UNIVERSITY OF GONDAR
COLLAGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT**

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AGENCY- PFSA)**

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BY

AYENACHEW GIRMA

ADVISOR

Mr. ASSEFA TSEGAYE (ASSISTANT PROFESSOR)

CO-ADVISOR

Mr. WENDIMNEW FIKADIE (MBA)

**UNIVERSITY OF GONDAR
COLLAGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT**

September, 2015



The thesis entitled “The effect of organizational climate on employee’s job satisfaction in the case Central Office of Pharmaceutical Fund Supply Agency” by Mr. Ayenachew Girma is approved for the degree of “Master of Business Administration.”

Board of Examiners

Name	Signature
Advisor: Mr. Assefa Tsegaye (Asst. Prof)	_____
Co-Advisor: Mr. Wendimnew Fikadie (MBA)	_____
External Examiner: _____	_____
Internal Examiner: _____	_____

Date: _____

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ACRONYMS

OC: Organizational Climate

JS: Job Satisfaction

OCQ: Organizational Climate Questionnaire

JSQ: Job Satisfaction Questionnaire

SPSS: Statistical Package for Social Sciences

PFSA: Pharmaceutical and Supply Agency

Abstract

The organizational climate and job satisfaction are vital elements in any pharmaceuticals office, depends up on the involvement, efforts and the contribution of the employees. Numerous investigators have studied the organizational climate and job satisfaction in health sector and higher education but rarely examined the organizational climate and job satisfaction on employees. This study seeks to investigate the effect of organizational climate on employees' job satisfaction in Head Office of PFSA. Quantitative approaches with descriptive, explanatory and cross-sectional designs were employed. The data were collected from sample of 201 male and female from the total population of 500 by using stratified random sampling method. The primary data have collected by using a set of questionnaires which includes three parts i.e. socio-demographic, organizational climate and job satisfaction of respondents that contain 129 items with closed-ended questions. Descriptive (mean, frequency and standard deviation) and inferential statistics (regression) were used to analyze the data through statistical software SPSS version 20. The current study found that the Central Office of PFSA has moderate and good level of organizational climate and job satisfaction respectively. The Pearson correlation product moment result revealed that from 15 sub factors of organizational climate, 14 factors are significantly associates with job satisfaction. There is positive correlation between organizational climate and job satisfaction dimensions. In addition to this organizational climate has a positive significant effect on employees' job satisfaction . The linear regression result has shown that autonomy, training & development, task orientation and commitment have an effect on job satisfaction in Central Office of PFSA. On the other hand trust, responsibility, work load, physical comfort, supervision & support, structure, communication, leader ship, standard, clarity and coworker's cohesion have no significant effect on job satisfaction. Based on the finding, it is recommended that the training and development has to be done on need assessment base. Besides in order to raise employee's autonomy the management should do best for them to make their own decision, using their own incentive to do things and encountering to rely on them when problems arise. Management should be use one to five formation for raise both autonomy and task orientation.

Keywords: Organizational Climate, Job Satisfaction

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Organizational Climate is an important concept to study or understand multidimensional organizational behaviors in worldwide. The concept of organizational climate was developed in the late 1939s by the social scientist (Lewin *et al.* 1939). They used social climate term to describe subjective feelings or atmosphere they encountered in their studies of organizations. Since 1980s the concept of climate has seemed to have lost its appeal to organizational researchers (Isaksen *et al.*, 1995). The origin and the use of this concept are as old as the original concept of management itself. In the 21st century organizations are facing strong challenges than ever before (Casto, 2008). For any specific organization or industry the challenges are not exceptional, but regardless of their structure, size all these organizations are affected by the existing challenges (Jeswani & Dave, 2012). In particular organizational climate is challenged by changes impacting today's organizations constantly (Nair, 2006). Brown and Leigh (1996) suggested that organizational climate is becoming more important than ever before, because organizations need to make sure those employees, who will add value to the base line, seek to stay in the organization and want to continue driving their effort into their work to the advantage of the organization. Organizational climate affects employees' job satisfaction and performance with the success of the organization and its ability to continue (Al-Saudi, 2012). Any organizations that have an intended objective to achieve require satisfied and happy staff (Oshagbemi, 2000).

In order to sustain in today's competitive and dynamic environment, organizations are being forced to undergo considerable transformation in their working system. In this context, it would be important to investigate the factors that have the most positive impact on the performance of the organization. So, organizational performance is the result of satisfied employees (Enaye, 2013). Organizational climate focuses on the perceptual variables that show organizational members' personal impersonations of their operational surroundings (Boateng, Kanyandewe & Sassah, 2014). Researchers have been interested in understanding how employees' perceptions of the work environment influenced their level of job satisfaction (Mayo, 1933). This study has stated that worker productivity and morale which have been influenced by environmental factors. Bisconti and Solomon

(cited in Peek, 2003) stated that a high degree of autonomy and nurtures relationships among peers, supervisors and subordinates results in more satisfied workers are the result of conducive organizational climate.

Organizational climate is the recurring patterns of behavior, attitudes and feelings that characterize life in the organization more related to atmosphere and values (Aiswarya & Ramasundaram, 2012). On the other hand climate is the feeling that is conveyed in a group by the physical layout and the way in which members of the organization interact with each other, customers, or with other outsiders' (Schein, as cited by Irene *et al.*, 2014). According to the study of Gerber (2003) ; Moran and Volkwein (1992) organizational climate is the mutual perceptions, feelings and attitudes that employees have the fundamental elements of the organization, so as to represent the well-known norms, values and attitudes of the organization's culture and affects individuals' behavior positively or negatively. Therefore, Individual perceptions or feelings about an organization can be measured by organizational climate and also positive attitude towards job can be generated by a healthy organizational climate resulting to a positive behavior towards job satisfaction (Gerber, 2003).

Organizational climate is the core circle of human environment in the boundaries of which the employees of an organization work. It affects each activity in an organization directly or indirectly and it is affected by everything that occurs in the organization. The survival and growth of any organization is directly proportional to the favorable climate in it (Singh *et al.*, 2011).

Job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics (Robbins & Judge, 2007). It is also define as the general attitude of an individual towards his/her job (Robbins, 2003). Organizational climate is a main stimulating factor responsible and accountable for satisfaction and dissatisfaction of employees and that affect the frequency of their turnover (Singh *et al.*, 2011). Studies have proven that employees' source of job satisfaction determined by no longer all about the monetary aspects rather than the workplace characteristics (Akula & Talluri, 2013).

However, such type of study is not conducted in the Central Office of PFSA. Thus, the study examines the effect of Central Office of PFSA climate on employees' job satisfaction. Besides, the study suggest important recommendations for managers to formulate guidelines and strategies in order to effectively use organizational climate variables to foster job satisfaction among employees which diminish high job dissatisfaction problems resulting from unfavorable organizational climate. Therefore, this study addressed the effect of organizational climate on job satisfaction based on these 15 antecedents of organizational climate (Co-worker cohesion, autonomy, work pressure, physical comfort, responsibility, structure, commitment, training & development, leadership, communication, trust. standards, clarity, supervision & support and task orientation) as independent variables and job satisfaction as dependent variable with the help of literature review of previous research in the relevant field. This is relevant as it responds to the lack of literature on the effect of organizational climate on employees' job satisfaction in pharmaceutical institutions.

1.2. Statement of the Problem

Human resources can manage all the resources of the organization for effective and efficient utilizations. Organizational climate provides a type of work environment in which individual feels satisfied or dissatisfied which depends on fulfillment of certain expectations (Al-Saudi, 2012). Employees work in a various organizational climates which have either positive or negative effect on job satisfaction (Veni & Ramachandran, 2012). Various research findings showed that organizational climate has positive effect on employee's job satisfaction. This shows that the employee's moral, commitment, productivity and job satisfaction are positively affected by due to the presence of good organization climate (Singh *et al.*, 2010; Rahimic, 2013 & Adenike, 2011). The employees' satisfaction on organizational climate enhances that positive organizational outcomes: efficiency, productivity, organizational commitment and cohesiveness of coworkers and also it enables to reduces negative outcomes: turnover, deviant behavior at work, absenteeism and stealing of company property. Hence, establishing the satisfied employees is the main concern for many organizations. Organizational climate is having direct bearing on employees' satisfaction, since it plays such a critical role in

organizations and influences employees' perceptions, which impacts on their behaviors (Ahmad *et al.*, 2010). Multidimensional nature of organizational climate provides researchers the ability to associate employee's behavior to organizational variables (Glick, 1985; Schneider & Snyder, 1975; Tustin, 1993). These results was consistent with Shahram, Hamid and Rahim (2013), Adenike (2011) at ($r = .671$, $p < 0.01$), Asadi (2015) at ($P < 0.05$). While this result was inconsistence with the result of Rani and Rani (2014) that shows job satisfaction was not affected by organizational climate.

In different countries of the world, several studies were conducted related to the factors affecting organizational climate on employee's job satisfaction. However, several studies found different results on the impact of these factors in a number of countries of different study period. For example, organization climate has a significant impact on job satisfaction (Shahram, Hamid & Rahim (2013) & Adenike (2011). On the contrary a study Rani and Rani (2014) results indicate that there was no significant effect. According to Sridharan *et al.* (2005) have stated support has significant effect on job satisfaction. While Bhutto et al. (2012) find out that the factors of organizational climate; support has a positive insignificant effect on job satisfaction. In addition to Bhutto et al. (2012) who have examined factor of organizational climate, responsibility has positive significant effect on employee's job satisfaction. In the contrary to responsibility has positive insignificant effect on employees' job satisfaction. As the study conducted by Abay (2013) supervision and support was insignificant empact on employees' job satisfaction. However, Enye (2013) has studied that supervision and support was a significant effect on employees' job satisfaction.

According to Payne and pugh (1976) organizational climate enables the employees to identify and understand how the organization is converting feeling into meaningful working environment for organizational members. The initial efforts towards measuring the effect of organizational climate on employee job satisfaction centered more on the positive angles (Singh *et al.*, 2011). When the employees will be more satisfied with conducive working environment, they will be creating and making them more committed to the organization. Akula and Talluri, (2013) and Singh *et al.*,(2011) have measured the organizational climate via seven parameters such as; trust, morale, conflict, rewards

equity, leader credibility, resistance factors to change and scope gating. Other researchers also have studied other influencing climate factor on job satisfaction i.e the style, culture, involvement and empowerment of employees and autonomy in work. Through identifying working environmental factors that is a means to workers dissatisfaction, leaders and management have a chance to make changes that improve employee's job satisfaction (Akula & Talluri, 2013).

Generally this study contributes as a literature; this study confirms some of the finding of previous authors and adds ingredient to the existing literature developed by previous authors perhaps there is no consensus on the nature of the effect of different factors. Therefore; this study seeks to contribute to this empirical research gap.

Most of the literatures have given an overview of correlation between the subject of organizational climate and job satisfaction. But, they fail to incorporate the most potential factors of organizational climate which affect job satisfaction strongly (Enanye, 2013). Besides, most of the research findings were conducted on educational institutions, industries and business companies but organizational climate of these institution are very different from organizational climates in other areas of organization (Reynolds, 2006). Thus, studying the relationship between organizational climate and job satisfaction in these institutions will not be very enlightening in taking into account the nature of the relationship for over other organization. And also as per the researcher's knowledge, there is no comprehensive study on the effect of organizational climate on employees' job satisfaction in Central Office of PFSA.

However, according to the researcher's observation and preliminary interviewed the 20 key employees in Central Office of PFSA, the major problems in relation to the administrative are; absence of clarity, lack of proper communication, in conducive physical work environment, and lack of clearly with defined organizational structure, work overload, and lack of Training & Development other similar problems have affected the organizational climate and the consequent job satisfaction.

Consequently, the organization is dictated to high turnover of experienced and professional employees, lack of interpersonal trust, high level of conflict, lack of quality

of work and deteriorated employees' job satisfaction. Thus the researcher wants to check these existing problems and so as to give recommendation by this study.

Generally, the researcher has observed above three gaps which have been motivated to study on this topic. Therefore, the purpose of the study is to investigate the organizational climate and employees' job satisfaction, as well as the relationship between the different organizational climate dimensions with employees' job satisfaction. By doing so, some suggestions are provided to help the organization curb the problems that the Head Office of PFSA faces.

- ❖ Thus, from the above three gaps this study has been focused on the effect of organizational climate on employees' job satisfaction on Central Office of PFSA which is located in Addis Ababa.

Therefore, the main research questions for this study are:

- ✓ What is the level of organizational climate in the Central Office of PFSA in relation to its dimensions?
- ✓ What is the level of employees' job satisfaction in the Central Office of PFSA?
- ✓ What is relationship between organizational climate factors and job satisfaction?
- ✓ What is the overall relationship between organization climate and job satisfaction Central Office of PFSA?
- ✓ Which factor of organizational climate significant effect on employees' job satisfaction most?

1.3. Objectives of the Study

1.3.1. General Objective

The main objective of this study is to investigate the effect of organizational climate on employees' job satisfaction in Central Office of PFSA.

1.3.2. Specific Objectives

This study addressed the following specific objectives;

1. To assess the level of organizational climate dimensions in the Central Office of PFSA.
2. To assess the level of job satisfaction in the Central Office of PFSA.
3. To identify the relationship between each organizational climate factors and job satisfaction (Co-worker cohesion, autonomy, work pressure, physical comfort, responsibility, structure, commitment, training & development, leadership, communication, trust. standards, clarity, supervision & support and task orientation).
4. To identify the relationship between overall organizational climate and job satisfaction in the Central Office of PFSA
5. To identify the most significant factor of organizational climate on Employee job satisfaction in the Central Office of PFSA.

1.4. Research Hypotheses

In the light of the previous studies and the objectives articulated above, the following four hypotheses are formulated:

H1. The measure of organizational climate in the Central Office of PFSA in terms of its dimensions is low.

H2. The level of job satisfaction in the Central Office of PFSA is low.

H3. Each organizational climate dimension has positive and significant relationship with employees' job satisfaction (Co-worker cohesion, autonomy, work pressure, physical

comfort, responsibility, structure, commitment, training & development, leadership, communication, trust. standards, clarity, supervision & support and task orientation).

H4. Overall organizational climate has positive and significant relationship with employees' job satisfaction.

H5. All organizational climate dimensions will have positive and significant effect on employee's job satisfaction Co-worker cohesion, autonomy, work pressure, physical comfort, responsibility, structure, commitment, training & development, leadership, communication, trust. Standards, clarity, supervision & support and task orientation).

1.5. Significance of the Study

The findings of this research will help to Central Office of PFSA to understand the specific organizational climate factors that lead to employee's job satisfaction. It will show that employees what is being important in their work place for them to be satisfied with their job. It will be highly importance for policy makers by bringing an input in developing employee's job satisfaction polices and to facilitate better work environment in the organization. The organization's administrators will be able to consider about the redesigning and restructuring of organizational system that will bring positive work attitude among the employees. It may give them an idea of where they are presently in terms of their organizational climate dimensions effectiveness and what they should do in the future. The research will be useful in contributing for the researcher's academic success. From this perspective this study's insight shall contribute to the future development of this line of research particularly in developing country. It provides literature for the Central Office of PFSA and other organizations to identify the important climate dimensions. The study may also benefit more to those working in the area of human resource management by providing a clue for their further investigation on the issue under consideration. This study may serve as an input for future studies in different agency's branch/hubs/ on larger scale.

1.6. Scope of the Study

The study was conducted in Addis Ababa town with particular Central Office of PFSA. It mainly focused on identifying the effect of organizational climate on Employee's job satisfaction in Central Office of PFSA. In this study, the independent variable is organizational climate and the dependent variable is the employees' job satisfaction which is explained by the following variables; Co-worker cohesion, autonomy, work pressure, work over load, physical comfort, responsibility, structure, commitment, Training & Development, leadership, communication, trust, standards, clarity, Supervision & Support and task orientation. Because of the time and financial constraints, the study not covers the other organizational climate dimensions, other contract employees of central office and all agencies' branches. The targets of this study have conducted from 500 total populations of 201 respondents with instrument of self administered questioner at Central Office of PFSA's on 14 departments. The study was carried out based on the schedule.

1.7. Limitations of the Study

As with the research, this study has its own limitation. The research was single case study much more investigation is need as the finding of this study has limited generalize and may need to be confirmed by future research in all branches. Regardless of the fact, the researcher has made all the best to maximize its fruitfulness, the study is subjected to some limitations that will originate from its scope.

Accordingly, as this study emphasis on Central Office PFSA it could be difficult to conclude about other branch's in Ethiopia. Moreover, since this study is cross sectional study it will be difficult to see the change that will introduce over time.

There is dearth of current literature in the area of organizational climate in relation to job satisfaction in Ethiopia.

Though many area of the organizational climate have been studied ,there are still many other dimensions that either have not been examined or fully explored like conflict management, Recognition & Reward, team work, performance management,

Transformation & Diversity, gender issue, identity, Innovation & flexibility, Challenge & Risk taking and policy agreement.

1.8. Operational definition

The facts of organizational climate are considered to present the general employees' organizational climate in the study and defined as in the following two major independent variable and dependent variable of organizational climate and job satisfaction respectively.

Organizational climate: - refers to features of an organization that impact on the employees' mental, emotional. Psychological and physical status.

Job satisfaction:-refers to a positive emotional feeling from a result of one's evaluation towards any concerning related to his /her job title or position by comparing between what he expects from his/her job what actually he /she gets from it.

1. 9. Organization of the Study

This paper is organized in to five chapters. The first chapter contains background of the study, statement of the problem, hypothesis of the study, objectives of the study, Significance of the study, scope and limitation of the study and operational definition of major variable. The second chapter discusses theoretical literature, empirical evidence and frame work. Third chapter discusses about the methodology of the study including description of the studying area, research design, population and sampling design, data type and source, method of data collection and instrumentation, data collection procedures and method of data analysis. The fourth chapter is about data analysis and discussion of results. Finally the fifth chapter contains the conclusions and the recommendations.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Introduction

First of all, an organization is the planned coordination of the activities of employees for the achievement of common goal through division of labor and functions through a hierarchy of authority and responsibility. Organizational climate is an important aspect of each organization. This means, organizational climate has a major influence on human performance through its impact on individual motivation and job satisfaction (Bhutto, 2012). This chapter contains the concepts of organizational climate, level of organizational climate. Dimensions of organizational climate, importance of organizational climate, concepts and importance of job satisfaction, the relationship between organizational climates on job satisfaction and empirical findings related to the area were presented.

2.2. Organizational Climate

Organizational climate as a concept, its role and value in organizations and its impact on various organizational outcomes have been studied for over 50 years. For over 50 years, a great deal of research has been conducted and published on organizational climate. According to Allen; Al-Shammari; Ashforth; Cotton; Glission and James; Tustin and Woodman and King (as cited by Castro, 2008) concur that organizational climate is a meaningful concept with significant implications for understanding human behavior in organizations.

According to Moran and Volkwein (1992) climates are formed in organizations will be explored by discussing the structural, perceptual, integrative and cultural approaches. Organizational climate is considered as the feeling of the organization which is made up of a various components.

Gelfand, 1972; Gray, 2007; and Matulovich, 1978) (as cited by Castro,2008) stated that the term climate is most commonly associated with the study of meteorology and more specifically aims to observe, describe and measure the various physical characteristics of

the atmosphere such as rainfall, temperature, changes in season and so on .When the term climate is transplanted into the context of the organization, it becomes more complex because it is not so easy to observe and measure and is constantly changing and as such is not necessarily enduring (Gelfand, as cited by Castro,2008). Various researchers define organizational climate on the basis of their viewpoint on how climates are formed. There is a clear distinction between those who highlight objective characteristics and those who emphasis subjective elements.

Integrating various definitions of organizational climate of previous authors, Pritchard and Karasick (1973) define organizational climate as a relatively enduring quality of an organization's internal environment, distinguishable from other organizations, which results from the behavior and policies of members of the organization, especially top management, which is perceived by the members, serves as a basis for interpreting situations and acts as a source of pressure for directing activity.

Hellriegel and Slocum's (1974) definition of organizational climate is representative of the combination of concepts of various authors. According to this definition, organizational climate refers to a set of attributes that is perceived about a particular organization and/or its subsystems, and that may be induced from the way in which the organization and/or its subsystems deal with its members and environment. Ash (1983) defines the concept as an organizational phenomenon. Every organization has a unique climate which constitutes more than just the collection of individuals' perceptions.

Moran and Volkwein (1992), incorporating definitions of Forehard and Gilmer (1964) and Pritchard and Karasick (1973) (as cited by Castro, 2008) that Organizational climate is the relatively enduring characteristic of an organization which distinguishes it from other organizations: (a) embodies members collective perceptions about their organizations with respect to such dimensions as autonomy, trust, cohesiveness, support, recognition, innovation and fairness; (b) is produced by member interaction; (c) serves as a basis for interpreting the situation; (d) reflects the prevalent norms, values and attitudes of the organization's culture; and (e) acts as a source of influence for shaping behavior.

Gerber (2003) defines organizational climate as the surface manifestation of organizational culture that consists of the conscious behavior, such as the feelings or perceptions and attitudes, that is shared by individuals in an organization at a particular time regarding the fundamental elements of the organization and that can positively or negatively influence the behavior of organizational members in terms of organizational effectiveness.

According to McMurray (2003) organizational climate is a descriptive construct that reflects consensual agreement among members the key elements of the organization in terms of its systems, practices and leadership style.

Garg and Rastogi (2006) define the concept as a feeling that is the result of the physical layout of the organization, the way in which participants interact with one another and how they conduct themselves with other organizational members or outsiders.

According to Haakonsson, Burton, Obel and Lauridsen (as cited by Castro, 2008) organizational climate refers to affective events that influence employees' emotions and consequent information processing behaviors. They also define organizational climate as the shared perceptions, feelings and attitudes organizational members have about the fundamental elements of the organization which reflect the established norms, values and attitudes of the organization's culture and influence individuals' behavior either positively or negatively.

2.2.1. Levels of climate

The definitions of climate by various researchers as discussed above put forward the idea that climate exists at three different levels. According to Field and Abelson (1982) empirical evidence supports the notion that three levels of climate can be identified; organizational climate, group climate and psychological climate.

A. Organizational climate: Field and Abelson (1982) claim that organizational climate can be created through experimental manipulation. They believe that climate is an attribute of the organization because it is the result of a manipulation of organizational

conditions. Organizational members perceive the climate created which in turn affects their motivation and behavior.

B. Group climate: According to Field and Abelson (1982), sub climates exist for different organizational groups because of differences relating to task relationships and job functions. They also suggest that a number of studies in the literature support the concept of group climate. Drexler's (1977) research found that climates differed across groups in the same organization. Schneider and Snyder (1975) hold that group climate is a function of organizational hierarchy.

The results of the above and other studies support the construct validity of organizational and group climate (Field & Abelson, 1982). The results also show that different climates correspond to different subgroups in an organization. Organizational climate is used to describe climate differences between organizations, but it should be borne in mind that various sub climates may exist in one organization as a result of the different practices and procedures relevant to the group's situation.

C. Psychological climate: The third level of climate is defined as psychological that it is necessary to differentiate between climate that is regarded as an organizational attribute and climate that is considered an individual attribute. When it is regarded as an organizational attribute, it is as an individual attribute, as psychological climate (Field & Abelson, 1982).

Organizational and group climate also have an effect, but to a lesser degree, and is evident in the degree to which perceptual consensus exists at that particular level. Psychological, group and organizational climate influence each other because interactions between individuals and groups. Together, all three play a key role in influencing job behaviors such as job satisfaction (Gerber, 2003).

Group climate occurs when there is consensus between group members about the interactions of quasi-facts and inter subjectivity. The psychological climate of each group member influences the group's climate perceptions to the extent of consensus. Certain individuals may or may not have an impact on determining consensual groups' climate

perceptions (Field & Abelson, 1982). The same applies at the organizational level - the difference being in consensus that has to be achieved at organizational level.

According to Field and Abelson (1982), the three types of climate (psychological, group and organizational) can exist simultaneously and have an integrated impact on expectancies and instrumentalities. The extent to which group and organizational climate interact with psychological climate to jointly influence expectancies and instrumentalities depends on the degree of consensus. The greater the consensus is, the greater the predictive power of the climate factors will be.

In the absence of group and organizational climate, psychological climate will be solely used for predictive purposes. The accuracy of predicting job behaviors should increase as climate consensus in the organization increases from psychological climate to situations in which group and organizational climate are present (Field & Abelson, 1982).

2.2.1. Dimensions of Organizational Climate

The components of the organizational climate construct can be seen as the characteristics that define an organization and differentiate it from other organizations (Steers, 1977). From the above discussion, it is clear that definitions and approaches to organizational climate are diverse, because a wide variety of dimensions are used by various researchers to assess organizational climate (Davidson, 2000).

Steers (1977) postulates that despite general agreement on the definition of organizational climate, there is disagreement among researchers about which dimensions constitute the concept. According to him, the reasons explain why this is the case that organizational climate has been researched in diverse situations, such as businesses, laboratories, schools and government and making it difficult to determine which key dimensions is relevant to all of the above environments.

According to Patterson *et al.*, (2005) one of the basic assumptions of the study of organizational climate is that social environments can generally be described by a limited number of dimensions. For example, one of the most commonly referred to set of dimensions measuring organizational climate is that of Litwin and Stringer (1968). They identified the dimensions based on organizations that are mainly task orientated and that

describe a particular situation. According to Litwin and Stringer (1968) the eight dimensions of organizational climate are as follows structure, responsibility, risk, warmth, support, standards, conflict and identity. However, Stringer (2002) has revised his first climate dimensions where he claims that reward, warmth and support are overlapping each other. Thus, he formulated new six distinct dimensions; 1) structure, 2) standards, 3) responsibility, 4) recognition and reward, 5) support and 6) commitment. These entire six distinct dimensions would assist to increase intrinsic motivation among employees themselves. Campbell *et al.* (1970) reviewed the work of various authors. In their review, they revealed four factors that were common to the above mentioned studies. These dimensions are listed as follows: Individual autonomy, the degree of structure imposed upon the position, Reward orientation, Consideration, warmth and support.

According to Steers (1977) the climate dimension research conducted by Campbell and Beaty to develop a range of independent climate scales applicable across organizations, can be regarded as one of the most impressive studies to date. The authors identified the following 10 dimensions: Task Structure, The reward -punishment relationship, Decision centralization, Achievement emphasis, Training and development emphasis, Security versus risk, Openness versus defensiveness, Status and morale, Recognition and feedback and General organizational competence and flexibility.

In a large study conducted on US Navy personnel by Jones and James (1979) and subsequently on two other samples (health managers and firemen) to explore whether the measures that were used could be generalized across various situations, the following eight components or dimensions were initially identified: Conflict and Ambiguity, Job challenge, importance and variety, Leader facilitation and support, Workgroup cooperation, friendliness and warmth, Professional and organizational esprit, Job Standards.

To measure organizational climate, many researchers have categorized various variables most of them are overlapping each other. Certain dimensions of organizational climate have been found to cause job satisfaction and commitment, in particular, the leadership facilitation and support dimension, and the co-worker integration or cohesion dimension (Saunders, 2008).

1. Structure: Organizational structure is the way an organization arranges people and jobs to meet organizational goals and to make achievement of targets feasible and a person's degree of understanding of the organizations goals and policies, as well as the requirements of their job (Ahmad *et al.*, 2010).

According to Lit win and stringer (as cited by Latif, 2010) organizational structure is the feeling that employees have about the constraints in the group, rules, procedures and regulations in the organization. A clearly structured organization is important because it prevents the role ambiguity and miscommunication among the employee of the organization. Also Structure reflects the pattern of relationship among the positions in the organization and members of the organization.

According to French (as cited by Latif, 2010) the set up or design of an organization that allows expressed allocation of responsibilities for different functions and processes to the different entities and represents how information flows between the levels of management within the organization. The feeling that employees have about the constraints in the group, such as how many rules, regulations, and procedures there are; is there an emphasis on red tape and going through channels, or is there a loose and informal atmosphere. Chaudhary (2004) describes that a clear structure, chain of command, coordination mechanism and communication systems enhance the performance of employees.

2. Responsibility: The degree to which people feel personally responsible for their work (Atkinson & Frechette, 2009). The feeling of being your own supervisor; not having to double check all your decisions; when you have a job to do, knowing that it is your job. It reflects the employees feeling in term of courage used in problem solving without taking into consideration of decisions of others (Bhaesajsanguan, 2010).

Responsibility involves accepting the obligation by the subordinate to perform certain duties or make certain decisions and to accept possible reprimand for unsatisfactory performance (Mullins, 2002 cited by Latif, 2010). Holding responsibility for performing job gives the employee a sense of trust and satisfaction.

3. Supervisor and Support: can be defined simply as the availability of helping behaviors from the direct supervisor. It is to the employees' belief that their supervisors care about them and value their contributions (Pati & Kumar, 2010).

According to Hong and Kaur (2008) Support is referring to the perceived helpfulness of the managers and other employees in the group which emphasizes mutual support from people in the organization. Climate with perceived good support is believed to have low level of interpersonal conflict. According to Yoo *et al.* (2012) supervisor support is the perceived helpfulness of the managers and other employees in the group; emphasis on mutual support from above and below. Bhaesajsanguan (2010) stated that trust and the contributing to share with one another as a working team and colleagues and the ability to get the chief's assistance, whenever it is needed.

4. Standard: According to Atkinson and Frechette (2009) it is the emphasis management places on high performance standards and the amount of pressure it exerts on teams to improve performance. Stringer (as cited by Latif, 2010) Standards are the feelings of pressures to improve performance and degree of pride employees have in doing a good job. Latif (2010) Standards has become such an integral part of the organization existence that the average individual gives a little or no thought everyday products and services and how they work in the organization.

5. Commitment: it refers to an attitude that reflects the strength of the linkage between an employee and an organization and the level of commitment has implications as to whether a person would stay with an organization (Latif, 2010). It is the employees feeling in sense of integration to the organization and commitment level towards the objectives of the organization (Bhaesajsanguan, 2010). This reflects the relative strength of an individual's identification and involvement with an organization and to act in a way to meet the organizational goals and interests. According to Jasmine (2010) commitment is a strong desire to remain a member of a particular organization, a willingness to exert high levels of effort on behalf of the organization and a definite belief in and acceptance of the values and goals of the organization.

6. Autonomy: it can be defined as a person's freedom of choice and perception of not feeling under the control of any internal or external force. It represents a highly integrated internal motivation that is even inherently intrinsic (Deci & Ryan, 1985 & Xanthopoulou *et al.*, 2009).

7. Trust: to reduces friction among employees, bond people together, stimulate growth, improve employee morale, reduce employee turnover, absenteeism, create an environment where innovation can flourish and increase productivity are all high levels of trust within organizations (Sonnenburg, 1994). Trust is the highest form of human motivation and it is the glue that holds companies, cultures and relationships together (Covey, 2004).

8.Communication: Katz and Kahn (1978) suggested that it is the exchange of information and the transmission of meaning is the very essence of a social system or an organization. Goldhaber (1993) Communication climate can be defined as “the perception of employees with regard to the quality of the mutual relations and the communication in an organization. Numerous authors claim that communication is the most fundamental management activity in every organization since it is essential that all the people within the organization receive information that is important to their work (Hargie & Tourish, Koontz & O'Donnell, Steers, Wood, as cited by Steingrimsdottir, 2011).

9. Training and Development: This means the need to know more than yesterday, to put new knowledge into context and to maintain one's individuality even when under pressure (Morrison, 1993). Personal development refers to the personal and professional development by means of formal and informal training in line with his or her job requirements (Muller, 1996).

10. Co-worker Cohesion: which is a vital element of social integration, can be described as the attraction to the group, satisfaction with other members of the group and social interaction among the members of the group (Saks, 2006). It is the tendency of a group to attach together and remain united to meet its instrumental (task) objectives and to satisfy the member's affective (May, Gilson & Harter, 2004 & Kahn, 1990).

11. Physical Comfort: In most cases, the employer's aim is to increase the productivity level of the employee's. According to a study which was executed by American Society of Interior Designers, dissatisfaction with the physical workplace is the second most important reason of turnover. There is also an important relationship between the employee's psychology and their work environment (Schaufeli & Bakker, 2004 & May, Gilson & Harter, 2004).

12. Task orientation: is the degree of emphasis on good planning, efficiency and getting the job done. How much pay to get work done, "how often things get put off until tomorrow and how efficient and task oriented work place is" (Abay, 2013).

13. Clarity: is the extent to which employees know what to expect in their daily routine and how explicitly rules and policies are communicated. How well activities are planned, how clearly responsibilities of supervisors are defined and how well the detailed of assigned jobs explained to employees (Abay, 2013).

14. Work pressure: it is too much work, time pressures, deadlines, and lack of necessary resources needed to fulfill duties, commitments, and responsibilities associated with work role (Beehr & Glazer, 2005). It happens when job demands exceed the time and resources available (Frank & Gryna, 2004).

15. Leader ship: it is ultimate act which brings to success all of the potent potential that is an organization and its people effective. Effective leadership is a key factor in the life and success of an organization (international Association Administrative professional, (IAAP)). Lock and Crawford (2004) proclaimed that leadership plays vital role in determining the success & failure of an organization.

2.2.2. The Importance of Organizational Climate

Climate assists managers to understand the relationship between the processes and practices of the organization and the needs of employees. By understanding how different practices and initiatives stimulate employees, managers will be able to understand what motivates employees to behave in a manner that leads to a positive climate and results in the organization's success (Litwin & Stringer, 1968).

2.2.3. Measuring Organizational Climate

Managers need to have a clear understanding of the organization's climate, so that practices developed for and implemented by the organization are in line with the organization's goals. To gain this understanding, the climate must be measured (Castro, 2008)

The methods used to measure organizational climate fall into four categories, namely field studies, experimental variation of organizational properties, observations of objective organization properties and perceptions of organizational members. The last two approaches, perceptual or subjective and objective methods, represent the primary methods used to measure organizational climate (Forehand & Gilmer, 1964).

Field studies involve the researcher observing the daily activities in the organization and gathering information through various sources such as observing presentations and conferences, conducting interviews with participants, reviewing diaries, memos, emails and other correspondence, to name a few. Two approaches are followed in observing variation of climate, namely comparative studies and longitudinal studies (Forehand & Gilmer, 1964).

Experimental variation of organizational properties involves the researcher identifying appropriate dimensions of climate and then systematically manipulating them (Forehand & Gilmer, 1964).

The majority of tools used to measure climate can be categorized into perceptual (subjective) or objective categories. Researchers who focus on objective measures of organizational climate examine the objective properties of organizations such as organizational size, levels of authority, decision -making authority, degree of centralization and rules and policies (Forehand & Gilmer, 1964).

Researchers who prefer perceptual measures of organizational climate contend that the perceptions of organizational members should be measured because they provide a more encompassing description of the concept Schnake (as cited in Gerber, 2003). The focus is on the active role the individual plays in perceiving organizational characteristics

(Forehand & Gilmer, 1964). It is important to note that dimensions are descriptive and not affective or evaluative which measures attitudes (Jones & James, 1979).

2.4. Job satisfaction

2.4.1. Defining job satisfaction

The domain of job satisfaction is a widely researched topic in many disciplines such as industrial organizational psychology, social psychology, organizational behavior and personnel and human resource management (Snipes; Oswald; La Tour & Armenakis, 2004; Staples & Higgins, 1998; Cranny; Smith & Stone, 1992 & Gruneberg, 1979, as cited by Castro, 2013).

A review of the literature pertaining to job satisfaction suggests numerous definitions of the concept, with no one agreed upon definition. Conceptual and operational definitions of job satisfaction include general or overall job satisfaction (JS) and aspects of job satisfaction facets (JSF) such as pay, supervision and promotion (Cranny et al., 1992). Even though job satisfaction is defined in various ways, Cranny *et al.* (1992) suggest that there is general consensus on the definition of job satisfaction as an emotional reaction. They define job satisfaction as one's affective or emotional reaction to a job that is the result of one's comparison of actual outcomes with expected or deserved outcomes. Several authors define job satisfaction along the same lines.

According to Porter, Lawler and Hackman (1975) people evaluate most things on the basis of whether or not they like or dislike them. They characterize the concept by stating that it is a feeling one has about a job that is determined by the disparity between the amount of a valued outcome the person receives and the amount of the outcome that he/she feels should be received. Locke (1976) states that job satisfaction refers to the pleasurable or emotional state that results from the evaluation of one's job or experiences relating to one's. Sempene *et al.* (2002) seem to agree with this definition, stating that job satisfaction refers to the individual's perception and evaluation of the job.

Langton and Robbins (2007) define the concepts as the general attitude that people have towards their jobs. They go on to say that people who enjoy a high level of job satisfaction

have positive attitudes about their jobs, whereas those who are dissatisfied tend to be negative.

According to the definition formulated by McKenna (2000) job satisfaction refers to how well personal expectations at work are in line with outcomes. To illustrate this point, an individual who expects that hard work will lead to fair rewards; will be satisfied if this is indeed the case. However, in the event that individuals feel that they worked hard, but did not receive a fair reward, job dissatisfaction may result. Weiss (2002) defines job satisfaction as a positive or negative evaluative judgment that one makes about one's job or the job situation.

Robbins and DeCenzo (2008) consider job satisfaction to be an attitude an outcome that many managers concern themselves with because it has possible links to productivity, absenteeism and turnover.

2.4.2. Aspects of Job Satisfaction

Locke (1976) proposed that a job is a complex phenomenon that consists of the interrelationship of various dimensions such as tasks, roles, responsibilities, interactions, incentives and rewards. It is important for researchers to have a clear understanding of job attitudes if the job is to be analyzed in terms of its constituent elements. According to Locke (1976) typical dimensions that have been included in studies by previous researchers include work, pay, promotion, recognition, benefits, working conditions, supervision, co-workers and company and management. Research indicates that these various factors of the job can be divided into two distinct dimensions, namely extrinsic and intrinsic factors (Buitendach & De Witte, 2005).

i) Extrinsic Sources of Job Satisfaction

Extrinsic factors form part of the job situation and are influenced by others (Lawler, 1976). According to him, these dimensions are external to the individual and are likely to satisfy lower-order needs. Extrinsic dimensions of job satisfaction are therefore beyond the employees' control and include factors such as the work itself, pay, promotion opportunities, Company Policy and administration working conditions, supervision and co-workers.

ii) Intrinsic Sources of Job Satisfaction

Intrinsic rewards, however, are those rewards that an individual receives as a direct result of his/her performance. These rewards are self-regulated because the person does not rely on someone else to present them, which is in direct contrast to extrinsic rewards, which are externally controlled (Snipes *et al*, 2005). According to Robbins; Odendaal and Roodt (2003) intrinsic factors such as advancement, recognition, responsibility and achievement appear to be related to job satisfaction.

2.4.3. Measuring job satisfaction

The concept of job satisfaction is extremely broad because it includes all the characteristics of the job as well as the characteristics of the work environment which employees find rewarding, fulfilling and satisfying or which they find frustrating or unsatisfying (Churchill; Ford & Walker, 1974 ; Snipes *et al.*, 2005; Robbins, 1998 as cited by Castro, 2008). It includes factors such as interacting with colleagues, adhering to organizational policies and rules and achieving performance goals. Hence an employee's assessment of his/her level of satisfaction or dissatisfaction is a multifarious summation of various job elements. Snipes *et al.* (2005) share the above view and claim that operationally job satisfaction consists of a number of facets such as satisfaction with the supervisor, work, pay, advancement opportunities, co-workers and customers. Saura; Contri; Taulet and Velazquez (2005) hold that measuring job satisfaction is significant for organizations for two reasons.

Firstly, job satisfaction can explain a range of employee behaviors relevant to the work environment such as loyalty or motivation.

Secondly, these authors believe that job satisfaction relates to company variables including quality, efficiency, and productivity and consumer evaluation of the service.

According to McKenna (2000) and Khandelwal (2003) there are three ways to measure job satisfaction; paper - and-pencil tests, critical incidents and interviews. The paper -and-pencil test is the most commonly used method and involves scales that are standardized and tested using norms. The critical incident method requires participants to recall incidents that were particularly satisfying and dissatisfying to them. measuring job

satisfaction is referred to as the facet approach, its aim of being to individually assess how employees feel about various aspects of the general job satisfaction domain such as rewards (pay or fringe benefits), job conditions, people on the job (supervisors and co-workers), communication, security, promotion opportunities and the work itself (Robbins, 1998; Spector, 2005 & Snipes *et al.*, 2005).

Statements that directly measure job satisfaction are presented to the respondents and they are required to rate their responses on a Likert-scale (Khandelwal, 2003). Examples of statements that could be asked include the following: “I am satisfied with my job” or “I find my job interesting.

. There are a few measures of satisfaction that are widely used in research which was briefly discussed.

Job Descriptive Index (JDI); one of the most popular instruments is JDI. In a questionnaire which people indicate whether or not each of several adjectives describes a particular aspect of their work? Questions on the JDI deal with five distinct aspects of jobs: the work itself, pay, promotion opportunities, supervision and coworkers (Greenberg *et al.*, 2009).

Minnesota Satisfaction Questionnaire (MSQ); another popular job satisfaction measure is, the MSQ. This uses a different approach. People completing this scale rate the extent to which they are satisfied or dissatisfied with various aspects of their job. Higher scores reflect higher degree of job satisfaction (Greenberg *et al.*, 2009). MSQ has the advantage of versatility in the fact that long and short forms are available. It also makes provision for faceted as well as overall measures.

Pay Satisfaction Questionnaire (PSQ) although, the JDI and the MSQ measure many different aspects of the job satisfaction, other scales focus more narrowly on specific facets of satisfaction. PSQ) is concerned with attitudes toward various aspects of the pay. The PSQ provides valid measures of such critical aspects as satisfaction with pay level, pay raises, fringe benefits, and the structure and administration of the pay systems (Greenberg *et al.*, 2009).

Job Diagnostic Survey (JDS) the Job Diagnostic Survey was developed to study the effects of job characteristics on people Hackman & Oldham (as quoted by Spector, 1997). The JDS covers several areas of job satisfaction, such as growth, pay, security, social, supervisor as well as global satisfaction.

Job Satisfaction Survey (JSS) the Job Satisfaction Survey is another common measure of job satisfaction and it was used in the present study to elicit data on the job satisfaction levels of participants. The JSS has been tested for reliability and validity across different studies (Spector, 1997).

2.4.4. Theories of Job Satisfaction

Campbell *et al.* (1970) has categorized theories of Job Satisfaction based on process theories and content theories. Process theories are concerned with describing the process of how behavior is energized, directed, sustained and stopped. Content theories, on the other hand focus on what it is in individuals or the environment that energizes and sustains people. These two major Theories of Job Satisfaction are briefly discussed as follow;

2.4.4.1. Content Theories

Content theories assume that all individuals have the same set of needs and stipulate the characteristics that should be evident in jobs. These theories identify factors that lead to job satisfaction or dissatisfaction (Gruneberg, 1979; Staples & Higgins, 1998). The content theories that will be discussed below include Maslow's needs hierarchy, Herzberg's two-factor theory, Alderfer's ERG theory and McClelland's needs theory.

A. Maslow's needs hierarchy

Maslow (1943) postulates that individuals are satisfied when certain needs are met. These needs are arranged hierarchically and divided into lower and higher-order needs. He holds that before the higher-order needs can be satisfied, the lower-order needs first have to be met. The first three needs are considered to be lower -order needs, while the fourth and fifth are higher -order needs (Gruneberg, 1979). The five major needs are basic, physiological needs safety needs, esteem needs and self -actualization needs.

Based on the above theory, an individual's ideal job environment will be one that best meets his/her current needs as per the hierarchy of needs postulated by Maslow (Locke, 1975). Maslow's hierarchy of needs was not intended to be applied to the world of work. It was McGregor who popularized Maslow's theory for the work environment.

B. Alderfer's ERG Theory

According to Alderfer's theory, the individuals' needs can be classified into three groups, namely existence, relatedness and growth (Fincham & Rhodes, 2005).

These needs are represented in a continuum, along which individuals can move in either direction. This theory, in contrast to that of Maslow, states that even though lower order needs have been met, they are still important and will continue to satisfy individuals, and are not superseded by the higher -order needs (Fincham & Rhodes, 2005).

c. McClelland's theory of needs

According to this theory, all individuals acquire needs over time and these are learnt and shaped by the individual's personal experiences (McClelland, 1962). He postulates that these needs are present in all individuals, although one of the three needs will be more dominant. This theory, unlike that of Maslow, does not specify transition between needs.

The three needs associated with this theory are the need for achievement, for power and for affiliation (Robbins *et al.*, 2003). Employees who have a preference for one of the above needs will be satisfied in positions in which these needs are met. For example, someone who has a dominant affiliation need, will probably be satisfied in a position that requires close interaction with his/her work colleagues (Castro, 2008).

d. Herzberg's two-factor theory; According to this theory, satisfaction and dissatisfaction are two separate concepts resulting from different causes and are not interrelated (Campbell *et al.*, 1970). Herzberg (1968) identifies two groups of factors that are involved in job satisfaction. The first group, motivators, is intrinsic to the job and refers to factors such as the work itself, achievement, promotion, recognition and responsibility (Locke, 1975 & Gruneberg, 1979). When present in the work situation, these factors result in job satisfaction and have no influence on job dissatisfaction

(Campbell *et al.*, 1970). The second group, referred to as hygiene factors, do not result in job satisfaction, but if they are inadequate, may cause job dissatisfaction (Herzberg, 1968). Examples of factors include pay, security and working conditions. This factor is necessary for employees to be satisfied but does not cause job satisfaction.

2.4.4.2. Process Theories

Process theories highlight the differences in people's needs and are concerned with the cognitive processes involved in these differences. According to Campbell *et al.* (1970), process theorists postulate that job satisfaction is not only a function of the job and its related environment, but also determined by individuals' needs, values and expectations. Equity theory, goal-setting theory and expectancy theory was reviewed in the subsections below.

A. Equity theory; The equity theory, developed by Adams (1963), acknowledges that variable factors affect an employee's evaluation and perception of his/her relationship with his/her work and employer. Campbell *et al.* (1970) state that although this theory has predominantly been applied to compensation issues it can be used more widely to include a variety of inputs and outputs relevant in an organizational setting.

Equity theory, which is regarded as a discrepancy theory, considers the ratio of an individual's job inputs to job outputs to that of another's job inputs and job outputs (Campbell *et al.*, 1970). Individuals will be satisfied if there is a positive relationship between what they put into their work (inputs) and what they get out of it (outputs) (Robbins, 2005). Hence, the theory is built on the belief that employees become de motivated if they feel that their inputs are greater than their outputs. Adams (1963) holds that when individuals experience inequity, tension arises which they attempt to eliminate in various ways

B. Goal -Setting Theory

Locke and Latham's (2002) goal -setting theory explores the correlation between the goals an employee sets and the performance he/she deliver. According to this theory, when a goal is set at a difficult level, a person is required to put more effort into meeting it,

meaning that the most difficult goals will result in the highest levels of performance. Satisfaction is experienced when a goal is met.

In addition, the clarity of a goal also contributes to performance (Locke & Latham, 2002). The authors reason that workers, who do not understand what goal they are trying to achieve, will not deliver optimum performance.

2.4.5. The consequences of job satisfaction

Job satisfaction is a desired outcome, not only for individuals, but also for society as a whole (Luthans, 2005). Organizations will also benefit from understanding if there is any relationship between employee levels of job satisfaction and outcome variables, such as employee and organizational performance. A number of studies have investigated the relationship between job satisfaction and performance, job satisfaction and absenteeism and job satisfaction and turnover (Robbins *et al.*, 2003).

2.4.5.1. Job satisfaction and performance

Even though most people assume that there is a positive relationship between job satisfaction and performance, empirical findings do not support this notion (Luthans, 2005). If individuals receive rewards for good performance and these rewards are considered equitable for the work done, the individual is likely to be satisfied, which is likely to result in improved performance (Luthans, 2005). It should be noted, however, that when the job satisfaction -job performance relationship is considered from an organizational perspective, it appears that those organisations with more satisfied employees are generally more effective than those with less satisfied employees (Luthans, 2005 & Robbins, *et al.*, 2003). According to these authors, the reason for this is that studies have focused on the individual and not the organization and as a result, complex work processes and interactions have not been taken into account.

2.4.5.2. Job satisfaction and absenteeism

Research indicates that there is an inverse correlated relationship between job satisfaction and absenteeism. This means that when satisfaction is high, absenteeism is low, and when satisfaction is low, absenteeism is high (Luthans, 2005; Ivancevich & Matteson, 2005 &

Robbins *et al.*, 2003). Although evidence suggests a weak relationship between satisfaction and absenteeism, it can be assumed that absence from work is the result of dissatisfaction with one's job (Anderson, 2004; Hardy; Woods & Wall, 2003; Luthans, 2005 & Robbins, 1998). .

2.4.5.3. Job satisfaction and turnover

Turnover has a significant impact on organizations, because it disrupts continuity in teams, departments and organizations and also has cost implications for the organization (Saal & Knight, 1988).

Research on the relationship between job satisfaction and turnover revealed that there is a moderate negative relationship (Robbins, 1998). According to Luthans (2005) high levels of job satisfaction do not mean that turnover will be low, but suggest that it will help. Interestingly enough, an employee's level of performance seems to have a moderating influence on the satisfaction turn over relationship, with satisfaction levels being less important for superior performers (Robbins, 1998). It is evident because these top performers receive pay increases, promotions and recognition and are praised by the organization in order to retain them; they tend to stay regardless of their satisfaction levels (Robbins *et al.*, 2003)

2.5. Relationship between Organizational Climate and Job Satisfaction

According to Al-Shammari (1992) there are a lot of debates regarding the relationship between organizational climate and job satisfaction. In most of the studies conducted, there have been different dimensions used. As a result of these variations in the dimensions, the outcome of the relationship between organizational climate and job satisfaction have also received many varying results (Patterson *et al.*, as cited in Goi, 2013).

Favorable organizational climate is a vital antecedent of employee's job satisfaction. To have a satisfied, motivated, less stressed performing workforce an organization must have consistency amongst its structure, system, people, culture and good fit with the strategy (Bhutto *et al.*, 2012)

2.6. Empirical Review

Many literatures suggest that job satisfaction of employees is affected or determined by different organizational climate factors. These factors affect job satisfaction in different manner when assessed by different researchers.

A study by Ahmad, Ahmad, Ahmed and Nawaz, (2010) on Organizational Climate as Employees' Satisfier: Empirical Evidence from Pharmaceutical Sector was conducted for the measurement of satisfaction of middle-level managers with the organizational climate on the basis of seven identified factors of organizational climate: internal communication, organizational structure, political climate, professional development opportunities, evaluation, promotion, and regard for personal concerns. A survey was conducted to collect the Response and 66 organizations were selected through cluster sampling technique, out this (51 local and 15 multinational organizations). The result of the study has shown that Employees were more satisfied in multinationals with respect to organizational structure, political climate, professional development opportunities, evaluation and promotion, as mean score of all these factors were high then the mean score of local companies; employees of local companies were more satisfied with internal communication then employees of multinational companies. Similarly, there was not much difference of satisfaction of personal concern of employees in both local and multinational companies. Internal communication was significantly related with employees' satisfaction ($p < 0.05$). Other organizational climate elements are not significantly related with overall satisfaction of the employees.

Adenike (2011) studied to explore organizational climate as a predictor of employee job satisfaction of academic staff from a private Nigerian University. Five-point likert scale was used in the design of the questionnaire. The reliability test using the Cronbach alpha showed a high value of between 0.80-0.90, indicating that the research instrument is reliable, that is, it has consistently measured what it is supposed to measure. Data were collected from 384 academic staff of the university. The respondents include, the professors, Associate Professors/readers and Senior Lecturers (these are classified as senior lecturers), Lecturer 1, Lecturer 11, Assistant Lecturers and Graduate Assistants

(these are regarded as junior lecturers).The results of the finding supported that job dissatisfaction can be significantly described by work overload, lack of feedback about performance and lack of support from superiors. In general Pearson Product Moment Correlation Coefficient analysis finding shows that there is a significant positive relationship between organizational climate and job satisfaction.

Boateng, Kanyandewe and Sassah (2014) conducted a study on Organizational Climate a Tool for Achieving Employees Job Satisfaction in Ghanaian Manufacturing Firms by taking a sample of 205 employees are chosen from some selected manufacturing firms in Ghana through convenience and purposive sampling techniques and in use of a descriptive form of research design. Correlations have conducted to make the relationship existing among the dimensions of organizational climate and how each is related to employees' job satisfaction. The finding of the study showed that the main organizational climate dimensions that contribute to job satisfaction are Identity, Rewards and Conflict Management. However other dimensions such as warmth and organizational structure were not observed to indicate any relationship with job satisfaction. The study concludes that, organizational climate contributes towards job satisfaction. Thus employees in the manufacturing sector were more satisfied with the organizations whose mission and objectives are in correspondence with the employees' personal beliefs.

Rahimic (2013) has studied on the Influence of Organizational Climate on Job Satisfaction in Bosnia and Herzegovina Companies. By using 111 employees from production oriented companies and different industrial sectors: food, textile, wood and machine industries. The research was conducted through surveys, using random sampling method. The result of correlation analysis clearly demonstrated that there was a significant direct relation between organizational climate and employee satisfaction, because the level of influence is 0.866. This means that 86.6% of all changes in job satisfaction were caused by changes in organizational climate, which implies that organizational climate significantly influences employee satisfaction in companies of Bosnia and Herzegovina.

Another study conducted by Sempene; Rieger and Roodt (2002) on job satisfaction in relation to organizational culture at Rand Afrikaans University. The population of the study comprised of 200 employees. The Culture and Minnesota Job Satisfaction Questionnaires were administered to the sample of 160 employees and 121 usable responses were received. The result of the study shows that Significant positive correlation was found between the two variables ($r = 0,743$) that is organizational culture scores and job satisfaction scores. However it was found that satisfaction with employees' jobs is not determined by their biographical variables. Job satisfaction can therefore to a certain extent be used to predict employee's perception of organizational culture. It was evident from the study that employees perceived some aspects of organizational culture more positively than others. Employees seemed to be reasonably satisfied with the dimensions, customer orientation, organizational integration, performance orientation and reward orientation, while conflict resolution, disposition towards change, locus of authority and management style and task structure were perceived more negatively. Most of the aspects perceived negatively relate to the management and leadership style within the organization. Therefore it was found that a clear relationship existed between the variables job satisfaction and organizational culture.

Teh and Goi (2014) conduct a study on the Impact of Organizational Climate on Intentions to Leave and Job Satisfaction by using four variables namely human relations, internal process, open systems, and rational goal. A total of 210 data was analyzed and path analysis was used to examine the relationship between organizational climate, job satisfaction, and intention to leave. The finding showed that all four dimensions of organizational climate were an impact toward intention to leave and job satisfaction and human relations ($\beta=0.60$) has the strongest impact toward intention to leave.

Shahram, Shamid and Rahimhe (2013) who conducted the study of the relationship between organizational climate with job satisfaction of Educational teachers at high school grade of Ardabil city. The main purpose of the study was to review and evaluate the relationship between organizational climate with job satisfaction of educational teachers.. The statistical community of the recent study is including the whole high school

teachers of Ardabil City of 82 people. They were use SPSS 18, descriptive statistics and inferential statistics. There finding showed there is a positive significant correlation between the organizational climate and job satisfaction. ($p=0.01$ & $r=0.112$)

Skumar and Kannappa (2014) examine a Study on Organizational Climate and its Impact on Job Satisfaction of Doctors in the Multi-Specialty Private Hospitals in Coimbatore. A Proportionate Stratified sampling method was used to collect the primary data by personally contacted 135 respondents. They have used both Social Science (SPSS and descriptive statistics. The result showed that there is no statistically significant difference between team work, autonomy, challenging job, involvement, training, commitment and gender. But there is statistically significant difference between innovation and gender. There is no statistically significant difference between environment, commitment, work balance and age. But there is statistically significant difference between team work, autonomy, challenging job, between, involvement, training, innovation, support, reward & recognition, work load, opportunity to develop, professional status and age.

A study conducted by Abay (2013) on the effect of work environment on job satisfaction in the case of Gondar University of hospital. The dependent variable and independent variable were job satisfaction and work environment (involvement, coworkers, supervision & support, autonomy, task orientation, work pressure, clarity, control, innovation and physical comfort) respectively. A standardized questionnaire was used to measure both of the variables. The data were collected from 187 health professional respondents by using randomly proportionate stratified sampling from 542 populations. The data were analyzed by using both descriptive and multiple regression method by running SPSS version 19. The correlation result showed that all independent variables were a significant relation with job satisfaction. The relationship between overall work environment and job satisfaction have positive and significant at 5% level of significance. The regression result showed that autonomy, work pressure, clarity, control, innovation and physical comfort have a positive and significant effect on job satisfaction.

A study by Adenike (2011) on organizational climate as a predictor of employee job satisfaction: evidence from Covenant University. Data were collected from 384 academic

staff of the university. The finding showed that there is significant relationship between organizational climate and among academics in South-West Nigeria. A significant positive relationship between these two variables and the Pearson Correlation using 2-tail test at ($r = 0.67$ & $p=0.01$) significant level and 293 degree of freedom. Job dissatisfaction can be significantly described by work overload, lack of feedback about performance and lack of support from superiors. The researcher also concludes that there is no significant difference in the way junior and senior academics of Covenant University experience their organizational climate.

Nguyen, Taylor and Bradley (2003) have investigated the impact of perceived job autonomy on job satisfaction. They have used the fifth sweep of the National Educational Longitudinal Study (1988-2000), which contained personally reported job satisfaction data for a sample of individuals eight years after the end of compulsory education. After controlling for a wide range of personal and job-related variables, perceived job autonomy is found to be a highly significant determinant of five separate domains of job satisfaction (pay, fringe benefits, promotion prospects, job security and importance / challenge of work). The main finding was that the degree of job autonomy is significantly related to all five aspects of job satisfaction. The most striking result is that the probability of being satisfied with one's promotion prospects increases by 0.24 as job autonomy changes from 'no freedom in job' to 'basically one's own boss.' They have stated as a worker's control over how a job is done increases, the level of job satisfaction also increases. The increase in job satisfaction between 'no freedom in job' and a 'small amount of freedom in job' is particularly striking.

Naqvi, Malik and Mahmood (2013) who have examined the Impact of Promotions, Recognition, Autonomy and Pay Incentives on job satisfaction: A case of banking sector employees in Pakistan. Their study was an attempt to better describe the factors which can effect job satisfaction. And also the study has measured the impact of various factors i.e. autonomy, promotion opportunities, recognition and appreciation, pay incentive on job satisfaction by using a sample of 300 Bank employees. The result of the study was indicated that all the predictors including autonomy, recognition and appreciation,

promotion opportunities, and pay incentives turned out to be significantly influencing employees' job satisfaction and tend to enhance it.

Jyoti (2013) who has studied the impact of organizational climate on job satisfaction by using sample of 1648 teachers from four universities in north India. The study was conducted to assess the effect of organizational climate dimensions such as role clarity and team-spirit, organizational structure, management and administration, reward, professional growth, participative decision making, service rules and image on job satisfaction. Their result suggests that all the factors of organizational climate are significantly influencing job satisfaction except Image Adjusted = 0.692 and these factors are explaining sixty nine per cent variations in job satisfaction of the academicians.

Butt, Bhutto and Abbas (2005) have studied on comparative study of organizational climate and job satisfaction in public, private, and foreign banks. Sukkur Institute of Business Administration. Their purpose was to investigate the relationship between measures of organizational climate and measures of job satisfaction as applied to executives of public, private, and foreign banks and also to determine whether perceptions of different employees are different about organizational climate and job satisfaction or not. They were identified 14 factors for organizational climate. Data was collected through personally administered questionnaires based on 42 questions from the 12 branches of banks under consideration. Regression analysis was used to investigate the impact of 14 sub factors of organizational climate on job satisfaction. Their result were responsibility, Support & Supervision, standard, leadership, communication, Rewards, Initiative, Conflict, human relations, Decision making, Empowerment, identity and equity have insignificant effect on job satisfaction at greater than 5% of significant level. While, structure has significant effect on job satisfaction at less than 5% of significant level.

Bhutto et al. (2012) who has conducted a comparative study of organizational climate and job satisfaction in public, private and Foreign Banks in Pakistan. The total numbers of selected bank's branches in Karachi are 220, and 4,280 employees are working in these branches. For this study, primary data was collected through personally administrated questionnaire based on 14 sub factors of organizational climate

structure, responsibility, reward, initiative, support, standard, conflict handling, identity, leadership, empowerment, human relation, communication, decision-making and equity. Hereby the study reveals that out of 14 sub factors of organizational climate structure, identity, and human relations have positive and significant relation to job satisfaction ($r= 0.616$).while, responsibility, reward and support has a positive and insignificant effect on job satisfaction. Whereas for the executives of all the three banks, the two factors: equity and empowerment are negatively related to the job satisfaction.

Rani and Rani (2014), who have examined the influence of organizational climate of elementary schools on job satisfaction of elementary teachers. The sample was drawn of 100 elementary school teachers by using Random Sampling Technique from Rohtak District, Haryana. The descriptive survey method which was a predominantly qualitative research method was used to conduct their investigation. The findings of the study showed that organizational climate of elementary schools is negligibly correlated with job satisfaction. The correlation result has shown that the job satisfaction of elementary teachers is not affected by organizational climate. The study also reveals that there is no correlation between the organizational climate of elementary schools and job satisfaction.

Enanye (2013) has examined the effects of organizational climate on employee's job satisfaction in Dashen brewery Share Company. To achieve the objectives of this study, the data has collected from 210 permanent employees through structured questionnaires. These respondents have selected using simple random Sampling method. The data has analyzed by using Statistical tools mean, standard deviation, correlation, and multiple regressions analysis. The variable of Organizational climate (structure, standards, responsibility, reward and recognition, support and commitment) are independent variables and Job satisfaction is the dependent variable. The result has shown that among the six dimensions of organizational climate three antecedents: structure, support and commitment have positive and significant impact on employees' job satisfaction. The finding of that study has indicated those employees of Dashen Brewery Company were satisfied by the six organizational factors.

Castro (2013) has explored the relationship between organisational climate and employee satisfaction in a South African information and technology organisation by means of quantitative research. An organisational climate questionnaire was developed to measure the organisational climate and job satisfaction of the organisation and was administered to a sample of 696 employees across three regions. His result was indicated that there was a strong positive correlation ($r=0.813$, $p=0.01$) between organisational climate and job satisfaction. A stepwise regression was conducted and nine dimensions of organisational climate (Trust, training & development, transformation and diversity, job satisfaction, leadership, employee wellness, communication, performance management, remuneration & reward teamwork, work environment and organization's image) were found to predict 71% variance in job satisfaction. The interaction of biographical and organisational variables on organisational climate and job satisfaction was studied by means of t-tests and ANOVA. Although statistical significant differences were found, in terms of practical significance, the effect sizes were generally found to be small.

Pillay (2008) has stated that a comparative analysis of the public and private sector nurses in South Africa. As his finding showed an overall job dissatisfaction among professional nurses in South Africa were observed. However participants were satisfied with patient care and staff relations. In public sector work environment the nurse job satisfaction were specifically influenced by salary, work pressure and physical comfort while in the private sector work environment their job satisfaction were moderately influenced by work pressure and opportunity to development.

Sridharan *et al.* (2005) assessed the effect of selected variables on job satisfaction of nursing officers in central and provisional ministry of hospital of Srilanka, as their study outcome should professional support and physical work condition had significant association with job satisfaction and work load had significant negative correlation with job satisfaction.

Latif (2010) who has the relationship between organizational climate and nurses' job satisfaction from 126 nurses working at two medical college hospitals in Bangladesh using six dimensions to measure organizational climate and found dimensions like

support, standards, commitment and structure had significant positive relationship with job satisfaction, While responsibility, reward and recognition were not significantly related with job satisfaction. Overall organizational climate is significantly correlated with Job satisfaction ($r=0.53$).

2.7. Conceptual Framework

Organizational climate dimensions can predict negatively or positively and significantly on job satisfaction. Therefore, organizational climate is one of the several factors that have an effect on employees' job satisfaction. In addition literature, in order to select the organization climate dimensions of this study the researcher has invited the 30 key employees through purposive sampling method and formed focused group so as to discuss on the provide 15 selected dimension of organizational climate. After devoting more time for discussion employees have screen all 15 independent variables (Co-worker cohesion, autonomy, work pressure, physical comfort, responsibility, structure, commitment, training & development, leadership, communication, trust, standards, clarity, supervision & support and task orientation). In addition to the above, the researcher selects factors affecting employee job satisfaction by considering the authors' degree of agreement on the selection of these factors in several studies and that seemed to be the most effective on employee job satisfaction by considering both employees and the central office of PFSA's organizational climate, the following conceptual model was developed.

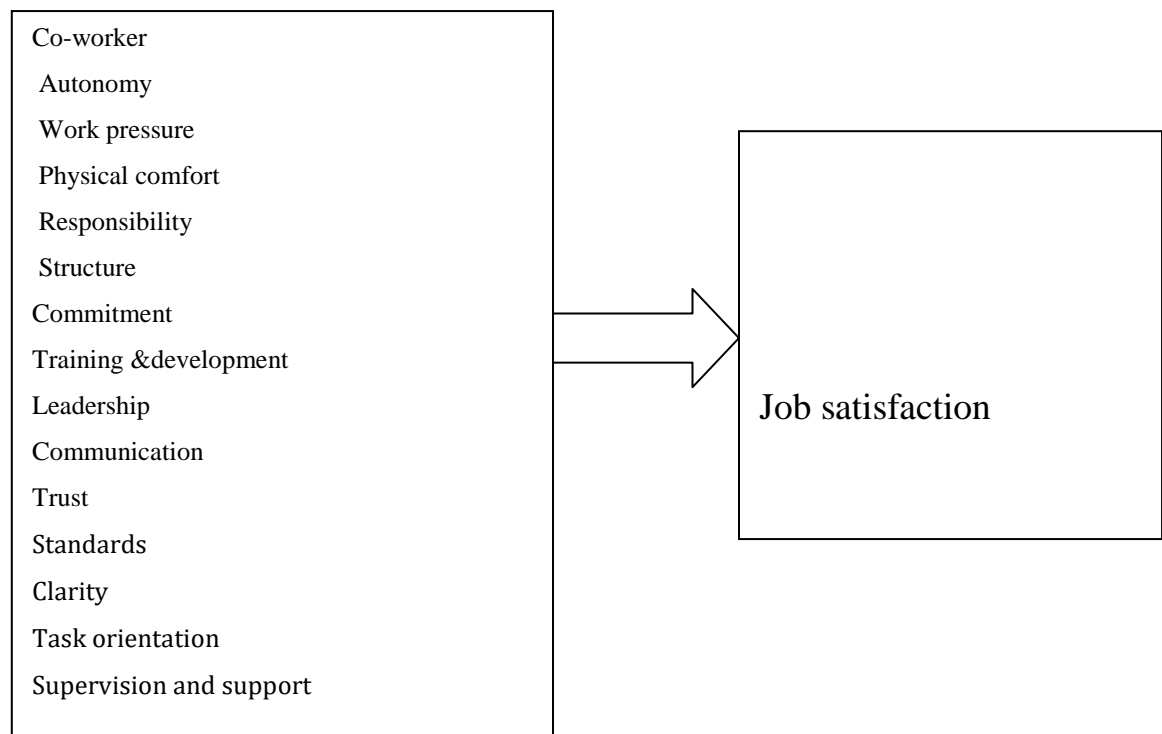


Figure 1: Conceptual Framework of the Study

Source: Developed by the researcher.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

This chapter describes the research methodology used for this study. This chapter include research design, population and sampling design, data type and Sources, data collection instruments, data collection procedures and method of data analysis.

3.2. Description Studying Area

The study were conducted at PFSA of central office company which was found at the historical city of Addis Ababa ,Gulele city administration (specifically in front of St.Paulo's hospital, occupying an area of 8.5 hectare. The provision of complete health care necessitates the availability of safe, effective and affordable drugs and related supplies of the required quality, in adequate quantity at all times. Despite this fact, in the past, the pharmaceutical supply Chain management system of the country had several problems including non availability, un affordability, poor storage and stock management and irrational use of medicines. To solve these problems in public health facilities, Pharmaceutical Fund and Supply Agency (PFSA) was established in 2007 by Proclamation No. 553/2007 based on the Pharmaceuticals Logistics Master Plan (PLMP). The Agency is mandated to avail affordable and quality pharmaceuticals sustainably to all public health facilities and ensure their rational use .Even though, the mandate is for all public health facility, it serves the private health institution.

- A. **Mission;** To supply need based and quality pharmaceutical to public at affordable price in sustainable manner by implementation principles of revolving drug fund and directly deliver to health through building relevant capacity of health facilities while insuring rational drug used.
- B. **Strategic goal;** The overall strategic goal of PFSA is to ensure availability of pharmaceuticals at all level of the public sector health care delivery system through an integrated supply chain.
- C. **The key objective;**

1. Supply of quality assured essential pharmaceutical at affordable price in sustainable manner to the public via public health institutions.
2. A complementary role in the developmental efforts' for health service expansion and strengthening by ensuring enhanced and sustainable supply of pharmaceutical.
3. An enhancing role in the accumulation of the drug fund and its revolving and cost recovery process.

D. Values and beliefs of core process are; Customer first; appropriate respect and quality services to customers /stake holders, Learning & growth; continuous self improvement, Commitment; chosen about the betterment of agency, Value driven; efficient resource utilization due, Trust; smooth and constructive relationship between employees, Team work; subordination of individual's activity through similar perception of mission and vision of FSA. Transparency and openness; there will be no discrimination and injustice behind the curtain.

The proclamation transformed the former (PHARMID) into PFSA. However, the responsibilities mandated to PFSA by the proclamation requires a substantial change of the business model from that of a for profit wholesaler into a not for profit public pharmaceutical supply agency. So to execute its mandate in the area of pharmaceuticals supply in an efficient and effective manner, integrated pharmaceuticals logistics system (IPLS) and it. It also used to implement (HCMIS).

PFSA is established to provide pharmaceutical and related service to customers. The core process focused on the critical path that leads the agency in providing the product or service that will lead to achievement of goals. The core processes should answer what to the customer to how. Core process is most often found within the customer life cycle in an organization from the interaction a consumer has to the last interaction in the relationship. This life cycle spans from the time of request to delivery of pharmaceuticals and/or related service. In the case PFSA the customer life cycle is represented as follows (it starts from request and ends with deliver).

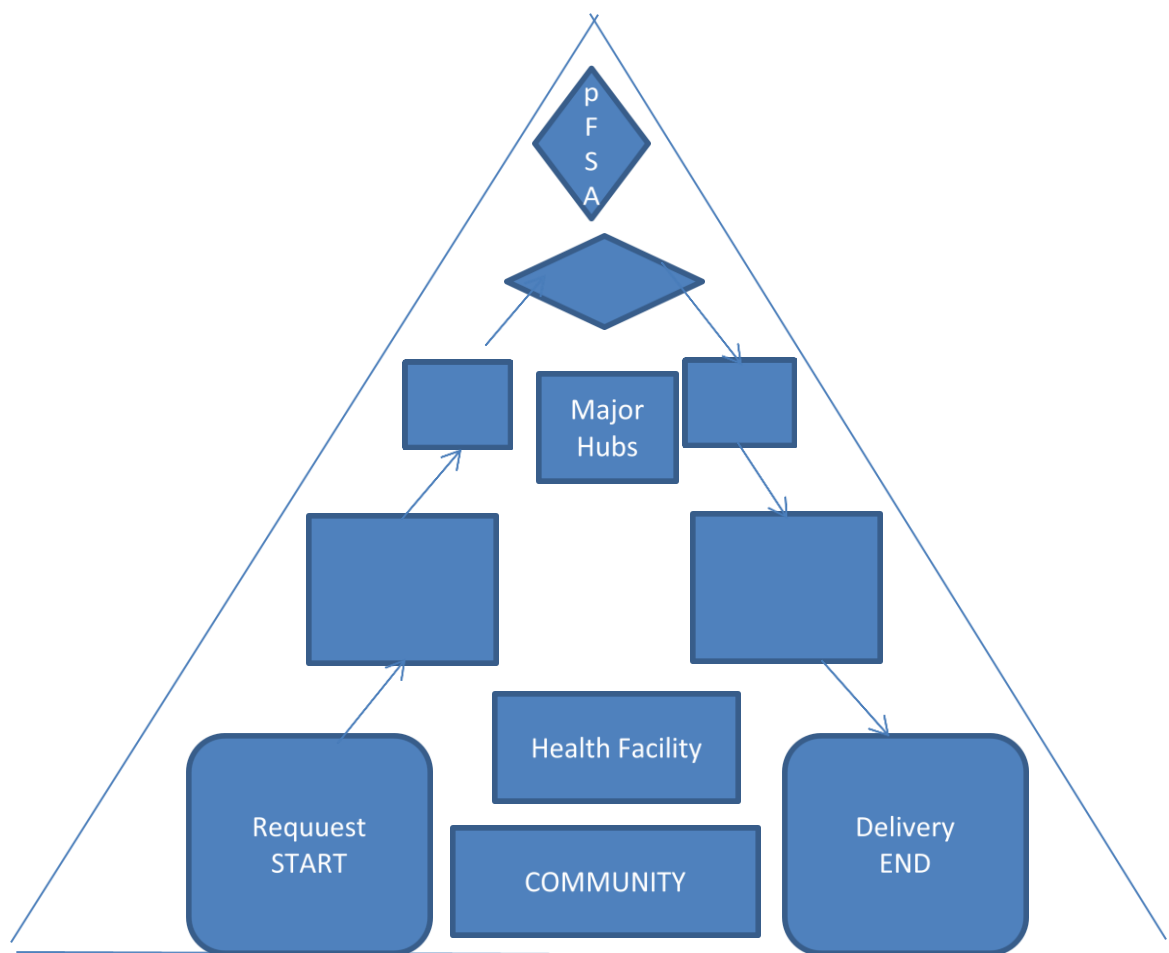


Figure1: Customer life cycle

In order to success to fully accomplish he mission and objective of PFSA identifying customers, stakeholder and collaborators is priority. PFSA has 11 fully functional Hubs which is located in different national region with highly qualified professional work force that will enable it to complete and achieve the activities and intended objective. Currently, expands the hub from 11 to 17.

3.3. Research Design and Approach

The study used quantitative approaches with cross-sectional design. Descriptive research was used to conduct the study because the researcher is interested in describing the existing situation under study. The study used descriptive analysis that describes the organizational climate dimensions that lead to employee's job satisfaction. This study also used explanatory study to explain, understand, predict and control the relationship between variables. An institutional based cross sectional survey has conducted to assess status of job satisfaction and associated factors among 201 employees of unit of analysis in Central Office PESA.

3.4. Population and Sampling Design

The study was conducted on the total population of 500 permanent employees from 14 departments. Therefore, the research has targeted all departments.

Table: 3.1. Size of total population

No	Departments	Total population
1	Human resource	20
2	General service	157
3	Fund management	82
4	Capacity building	20
5	Program & planning	7
6	Vehicles management	10
7	Rule & justices service	6
8	Medical supplies distribution	156
9	Auditing	6
10	Public relation	5
11	Informational technology	5

12	Ethics and corruption	2
13	Transits	12
14	Medical supplies specification procurement	12
Total		500

Sources: - Central office of PFSA HRM department.

3.5. Sampling size determination

There are about 500 permanent staffs working at central PFSA office in 14 departments. The sample has collected from all departments. The sample size of the study has determined by using Yamane (1967) formula.

Therefore, the sample using this formula $n = \frac{N}{1+N(e)^2}$, with the assumption of n is the sample size, N is the population size (500), and e is the level of precision or sampling error 5% at 95% confidence interval (± 1.96) become $n = \frac{500}{1+500(0.05)^2} = 222$. Then the proportionally allocated sample for each department has shown as follows.

Table: 3.2. Proportional sample allocation among departments

No	Departments	Total population	Sample proportion
1	Human resource	20	$20 \times 44.4\% = 9$
2	General service	157	$157 \times 44.4\% = 70$
3	Fund management	82	$82 \times 44.4\% = 36$
4	Capacity building	20	$20 \times 44.4\% = 9$
5	Program & planning	7	$7 \times 44.4\% = 3$
6	Vehicles management	10	$10 \times 44.4\% = 5$
7	Rule & justices service	6	$6 \times 44.4\% = 3$

8	Medicalsuppliesdistribution	156	$156 \times 44.4\% = 69$
9	Auditing	6	$6 \times 44.4\% = 3$
10	Public relation	5	$5 \times 44.4\% = 2$
11	Informational technology	5	$5 \times 44.4\% = 2$
12	Ethics and corruption	2	$2 \times 44.4\% = 1$
13	Transits	12	$12 \times 44.4\% = 5$
14	Medical supplies specification procurement	12	$12 \times 44.4\% = 5$
<i>TOTAL</i>		<i>500</i>	<i>222</i>

After the sample size for each department has allocated proportionally based on their population size. Each sample has selected from each department by using stratified with random sampling /lottery method/ from the organization alphabetical lists of all staffs.

3.6. Source of Data, Data Collection Instruments and Procedures

The primary materials used or the study consisted of a questionnaire (see Appendix) that was self administered by the employees. The required data has collected using pretested self-administered questionnaire. The both organizational climate and job satisfaction questionnaire were developed by referring related research works like Castro, 2008; Judge, Bono & Locke, 2000; enaye, 2013; Abay, 2013; and Stringer, as cited in Latif, 2010). The questionnaire has composed of three sections: socio demography, organizational climate and job satisfaction with the total item of 129. Within the questionnaire, five likert scale style approaches were used to assess level of satisfaction and organizational climate.

Three data collectors were recruited and trained for one day on the purpose of the study, data collection procedures, data quality, and data confidentiality issues before actual data collection date. They were also asked for written consent. The main director of the

organization was also informed and request for permission. After getting permission, data collectors inform respondents on study objective, data collection procedures and data confidentiality before starting data collection. Then, the data collectors distributed the Questionnaire to the respondents by instructing them when they have returned the questionnaire. Completeness and quality of data was checked daily.

3.7 .Reliability

As far as the reliability of these instrument concerned, Cronbach's Alpha test has made by using Cronbach's Alpha testing as it is ,used reality test by social reaches. Fornell and Larcker (1981) suggested that an instrument to be considered adequately reliable the index of reliability (Cronbach's Alpha coefficient) should be greater than the bench mark of $\alpha = 0.7$, having saying this, the Cronbach's Alpha coefficient instrument as shown below ranges from 0.75 to 10.5, for this study, the pilot survey taken from 20 respondents from Addis Ababa PFSA brunch.

Table: 3.3. Reliability Measures by using Cronbach's Alpha tested factors

<i>Measures</i>	<i>No of items</i>	<i>Cronbach's α Coefficient value</i>
Job satisfaction	5	0.85
Task orientation	9	0.75
Clarity	9	0.73
Standards	6	0.81
Trust	5	0.85
Communication	7	0.92
Training & Development	8	0.84
Leadership	10	0.73

Commitment	6	0.76
Responsibility	6	0.78
Structure	7	0.95
Physical comfort	9	0.96
Work pressure	9	0.94
Autonomy	9	0.97
Co-worker Cohesion	9	0.92
Supervision & Support	9	10

3.8. Method of Data Analysis

Both descriptive and inferential statics method of data analysis were employed and SPSS Version 20 for further editing and analysis was used. Descriptive statistics has used to describe study participants. To measure the relationship between each organizational climate dimension variables and employee job satisfaction Pearson correlation coefficient was used. Multiple linear regression analysis method was conducted to examine the effects of independent variables on the dependent variables and to identify factors that determine the level of employee job satisfaction. All statistics test results were computed at the 2-tailed level of significance. The alpha levels of 5% and 1% selected a priori for test of significance for both correlations and multiple regression analysis. The strength of association and prediction has described using at 95% confidence interval. To facilitate ease in conducting the empirical analysis, the results of the descriptive analysis are presented first, followed by the inferential analysis.

The multiple regressions have used the following equation.

$$\begin{aligned}
 JS = & \alpha + \beta_1 \times 1 + \beta_2 \times 2 + \beta_3 \times 3 + \beta_4 \times 4 + \beta_5 \times 5 + \beta_6 \\
 & \times 6 + \beta_7 \times 7 + \beta_8 \times 8 + \beta_9 \times 9 + \beta_{10} \times 10 \\
 & + \beta_{11} \times 11 + \beta_{12} \times 12 + \beta_{13} \times 13 + \beta_{14} \times 14 \\
 & + \beta_{15} \times 15 + e
 \end{aligned}$$

- Where JS=job satisfaction
 α =constant/
 β_1 = beta coefficient for the 1st variable/slop1
X1= the first variable;
X2 =the second variable, and X15 is the fifth variable
 β_2 = beta coefficient for the 2nd variable/slop2
e= error

The multiple regressions equations contend 16 variables in which one dependent variable requested job satisfaction and 15 independent variables. Unstandardized coefficient has been used for question. Multicollinearity and normality test has employed in this study.

In order to determine the level of descriptive statistics of the study Best (1977) was applied which is on a five point Likert scale, the mean score from 1-1.8 is lowest, from 1.81-2.61 is low, from 2.62-3.41 is average/moderate, from 3.42-4.21 is good/high and from 4.22-5 is considered very good/ very high.

CHAPTER FOUR

4. DATA ANALYSIS AND DISCUSSION

4.1. Introduction

This chapter presents the results of the study based on the data collected from the research respondents and discussion of results with respect to prior research results and literature. The discussion then has attempted to accomplish all the objectives outlined in chapter one through testing the formulated hypothesis. The first section presents the background information of respondents then, the statistical methods of analysis has been discussed, which included a descriptive analysis, a correlation analysis and a multiple regression analysis.

4.2. Demographic Background Information of Respondents

The demographic characteristics include gender, age, and level of education, job level, marital status and years of working experience. These aspect of the analysis deals with the personal data of the respondents in the questionnaires given to them. The table below shows the details of background information of the respondents.

Table: 4.1. Demographic characteristics of Respondents

Characteristics		Frequency	Percent
Sex	Male	149	74.1
	Female	52	25.9
	Total	201	100
Educational level	7-8	4	2.0
	9-10	17	8.5
	11-12	24	11.9
	Certificate	8	4.0
	Diploma	55	27.4
	Degree	80	39.8
	masters and above	12	6.0
	Total	201	100
Working experience	0 to <2 years	39	19.4
	2 to<4 years	45	22.4
	4 to <6 years	44	21.9
	6 to 8 years	73	36.3
	Total	201	100

Source: survey result (2015)

Sex, educational level and work experience of the sample respondents are displayed in the table 4.1. The sex distribution of the sample respondents were found 149 (74.1%) were males and 52 (25.9 %) were females of the total respondents. This implies that the proportion of male employees was more than female employees in the agency. The minimum, maximum and mean age of the respondents was 20, 60 and 35 respectively.

In respect to educational level of respondents 4 (2%) junior, 17 (8.5 %) high schools, 24 (11.9 %) preparatory, 8 (4%) certificate holders, 55 (27.4%) Diploma holders, 80 (39.8%) degree holders and 12 (6%) masters' holders represented of the employees. The survey result has shown that, most of the study employees were degree holders.

With regard to years of working experience 39 (19.4 %) of the respondents were less than 2 years experience, 45 (22.4 %) of the respondents were 2-4 years, 44 (21.9 %) of the respondents were 4-6 years and the rest 77 (36.3 %) of the respondents were 6-8 years work experience (table 4.1).

4.3. Level of organizational climate dimensions and employee job satisfaction

This section of the study explains the descriptive statistics calculated on the basis of the variables included in study questionnaires. The measures of central tendency and dispersion results obtained from the sample respondents (table 4.2).

Table: 4.2. Mean and Standard deviation results

Description	N	Mean	Std. Deviation
Satisfaction	201	3.54	.830
Trust	201	3.18	.743
Training & development	201	2.43	.8345
Leadership	201	3.39	. 3.39

Communication	201	3.21	.869
Structure	201	2.83	.800
Responsibility	201	3.04	.733
Co- workers	201	3.48	.644
Supervision- support	201	2.72	.641
Autonomy	201	2.98	.645
Task orientation	201	3.32	.609
Work pressure	201	3.25	.597
Clarity	201	2.89	.606
Physical comfort	201	2.81	.632
Commitment	201	3.53	.745
Standard	201	3.05	.710
Over all organizational Climate		3.38	0.732

Source: survey result (2015)

The summary of the descriptive statistics of dependent and independent variable were shown in table 4.2. The result has shown the 15 organizational climate dimensions and job satisfaction with a mean and standard deviation. Job satisfaction (M=3.54,SD=0.831), over all organizational climate (M=3.38,SD=0.732), Trust (M=3.18, SD=0.743), Training & Development (M=2.42,SD=0.835), Leadership (M=3.39,SD=3.387), Communication (M=3.20, SD=3.387), Structure (M=2.83,SD=0.801), Responsibility (M=3.04 ,SD=0.733), Co- worker cohesion (M=3.48,SD=0.644), Supervision- support (M=2.72,SD= 0.641), autonomy (M=2.98,SD=0.645), Task orientation (M=3.32,SD=0.609), Work pressure (M=3.25,SD=0.597),Clarity (M=2.89,SD=0.606), Physical comfort (M=2.81, SD=0.632), Commitment (M= 3.53,SD= 0.745) and Standard (M=3.05,SD= 0.710).

The mean of overall organizational climate and job satisfaction have indicated that, level of overall organizational climate and job satisfaction in Central Office of PFSA is moderate and good respectively.

The commitment and coworker cohesion had a highest average mean. It has shown that the employees have both high commitment and coworker cohesion. The mean of leadership is shown that the managers have good leadership manner. The mean of task orientation, trust, responsibility, task orientation, communication, work pressure and structure has shown the moderate organizational climate factors and Central Office of PFSA has been able to create a moderate level to its employees in their working environment. The mean of structure, supervision & support, autonomy, clarity and physical comfort has indicated that their levels are relatively fair moderate. While the mean of Training & Development has shown that the level of Training & Development achievement in the Central Office of PFSA is low. These indicate Central Office of PFSA has been paying little attention towards the provision of supervision and support and training and development.

Thus from this interpretation and analysis researcher has concluded that;

H1: The extent of all organizational climate dimensions was low. Therefore H1 was rejected.

H2: The extent of the level of job satisfaction was low. Therefore H2 was rejected.

4.4. The relationship between organizational climate dimension and job satisfaction.

Pearson's Product Moment Correlation Coefficient was used to determine the relationship between each organizational climate variables and job satisfaction.

Table: 4.3. Relationship between organizational climate dimensions with job satisfaction. (Pearson correlation test).

Item	Satisfaction		N
	Pearson Correlation	Sig. (2-tailed)	
Trust	.178 [*]	.012	201
Training& development	.186 ^{**}	.008	201
Leadership	.242 ^{**}	.001	201
Communication	.269 ^{**}	.000	201
Structure	.207 ^{**}	.003	201
Responsibility	.295 ^{**}	.000	201
Co workers	.170 [*]	.016	201
Supervision support	.088	.213	201
Autonomy	.352 ^{**}	.000	201
Task orientation	.285 ^{**}	.000	201
Work pressure	.172 [*]	.015	201
Clarity	.304 ^{**}	.000	201
Physical comfort	.267 ^{**}	.000	201
Commitment	.473 ^{**}	.000	201
Standards	.376 ^{**}	.000	201

****.** Correlation is significant at the 0.01 level (2-tailed)

.* Correlation is significant at the 0.05 level (2-tailed).

Source: *survey result (2015)*

Table: 4.3. Shows that the correlation coefficients for the relationship between organizational climate dimensions and employee's job satisfaction were positively correlated with strength ranging from lowest to highest correlation coefficients. Leadership, Communication, Structure Responsibility, Autonomy, Task orientation, Clarity, Physical comfort, Commitment, and Standards variables have a significant

relationship with job satisfaction at less than 1% level of significance. The variable Trust, Co workers and Work pressure also have a significant relationship at less than 5% level of significance with job satisfaction.

The variable Commitment ($r=0.473$, $p<0.01$) and Standards ($r=0.376$, $p<0.01$) have relatively strong and statistically significant relationship with employees' job satisfaction and followed by Autonomy ($r= 0.352$, $p< 0.01$) and Clarity ($r=0.304$, $p<0.01$). On the other hand Co workers ($r=0.170$, $p<0.05$) and Work pressure ($r=0.172$, $p<0.05$) have weak and statistically significant relationship with employees' job satisfaction at 95% confidence level. Thus, except Supervision & support, all organizational climate dimensions have significant relation with job satisfaction (table: 4.3).

The result was in line with Latif (2010) with the variable of (structure, standard, responsibility and commitment and supervision & support) and Castro (2008) with the variable of (Trust, training & development, leadership, Communication): Jyoti (2013) with the variable of (clarity, structure and Training& Development): Sridharan *et al.* (2005): Pillay (2008) and Destefano *et al.* (2005) with the variable of (physical comfort):Tumulty *et al.*(1994) and Destefano *et al.* (2005) with the variable of (clarity) and also Abay (2013) with the variable of (clarity, physical comfort, autonomy, task orientation, coworkers cohesion & work pressure).

Therefore: H 3; There is a positive relationship between each organizational climate dimension and job satisfaction in Central Office of PFSA Should be rejected.

4.5. Relationship between overall organizational climates with job satisfaction.

Table: 4.4. Association of major variables

		Average organizational climate	General job satisfaction
Average organizational climate	Pearson correlation		.402
	Sig.(2tailed)	.000	.000
	N	201	201
General job satisfaction	Pearson correlation	.402	
	Sig.(2tailed)	.000	
	N	201	201

As shown in table: 4.4. A significant positive relationship between average organizational climate and job satisfaction at ($r = 0.402$, $p < 0.001$) significant level. This implies that job satisfaction increases with suitable conditions of organizational climate and vice versa. Thus, according to the results of this study and previous studies, we can conclude that the positive relation of organizational climate and job satisfaction shows mutual relations efforts and groups within the organization, managers and employees come under the intellectual and behavioral development, and the spirit of the people it affects, which leads to job satisfaction or dissatisfaction of the people in the organization.

These results were consistent with Shahram, Hamid and Rahim (2013), Adenike (2011) at ($r = .671$, $p < 0.01$), Asadi (2015) at ($P < 0.05$). While this result was inconsistent with the result of Rani and Rani (2014) that shows job satisfaction was not affected by organizational climate.

Therefore; H4: Overall organizational climate has positive and significant relationship with employees' job satisfaction should be accepted.

4.6. Results of Regression Analysis

4.6.1. Assumption of regression analysis

A. Multicollinearity Test

This test refers to the correlation among the independent variables. According to the rule of thumb multicollinearity is a potential problem if the absolute value of the sample correlation coefficient exceeds 0.7 for any two of the independent variable (Anderson et al, 2011). Before conducting the multiple regression analysis, the study examined the result of multicollinearity among the independent variables. There should be no perfect linear relationship between two or more of the predictors. The result of multicollinearity test of this study shows that, all the pair wise correlation between the independent variables was below 0.7, as shown in appendices. Therefore there was no multicollinearity problem in this study.

The other method of testing multicollinearity problem among independent variable is the variance inflation factor (VIF). According to Hair et al. (2010) the VIF value must not go beyond 10, if the VIF of variables exceeds 10, there is a multicollinearity problem among independent variable. The result of the table shows that the VIF value is less than 10 and it assures that there was no Multicollinearity problem exist among the independent variable.

B. Normality test

One of the assumptions of classical linear regression model (CLRM) is the normal distribution of the residual part of the model. As noted by Gujarati (2004), dependent variable is being a linear function of residuals, is itself normally distributed with the mean and variance.

If the residuals are normally distributed around its mean of zero the histogram shows a bell-shaped. The shape of the histogram shown in the appendix is bell shape and this indicates that the residual is approximately normally distributed around its mean of zero.

4.6.2. The effect of organizational climate on employee job satisfaction

In this study, out of the 15 proposed variables, 4 of them were statistically significant in the model while the rest were not significant. The following subsections present the results of multiple regression analysis. Regress considered employee's job satisfaction as dependent variable and organizational climate dimensions as independent variables.

Table: 4.5. Regression result-

Coefficients						
		Unstandardized		Standardized		
		Coefficients		Coefficients		
		Std.				
Model		B	Error	Beta	T	Sig.
1	(Constant)	-1.211	.687		-1.762	.081
	Trust	.029	.138	.021	.212	.833
	Training & development	-.331	.130	-.265	-2.547	.012
	Leadership	.068	.170	.052	.399	.691
	Communication	.067	.169	.054	.395	.694
	Structure	-.120	.145	-.097	-.829	.409
	Responsibility	-.020	.146	-.014	-.139	.890
	Coworkers	-.143	.137	-.092	-1.043	.300
	Support & supervision	-.093	.150	-.058	-.622	.535
	Autonomy	.418	.149	.282	2.803	.006
	Task orientation	.319	.137	.186	2.327	.022
	Work pressure	.008	.134	.005	.063	.950
	Clarity	.124	.162	.076	.764	.447
	Physical comfort	.151	.131	.099	1.148	.253
	Commitment	.675	.118	.493	5.721	.000
	Standards	.235	.155	.169	1.514	.133

Source: survey result (2015)

Multiple R	0.716
R Square	.513
Adjusted R Square	.441
Standard error	.7933
F	7.154
Sig. F	.000**

Source: survey result (2015)

As it is observed from table 4.5, the coefficient of multiple correlations R which is the degree of association between employee's job satisfaction and organizational climate work is 0.716 and adjusted R square is 0.441. The R square value 0.513 of the model summary reveals that the proportion of the variation in employee's job satisfaction explained by organizational climate jointly is 51.3 %. The remaining 48.7 % of the variance is explained by other variables not included in this study (table 4.5).

The F-statistic also shows that the explanatory variables- organizational climate considered in this study can significantly explain the variation on the dependent variable- employee's job satisfaction at 95% confidence level. Moreover, the result indicates that, when the other variables are controlled, four of the explanatory variables are statistically significant at less than 5% level of significant. Commitment is the best predictor and potentials factors of employee's job satisfaction with Beta value of 0.493. This is followed by Autonomy, training-development and task orientation with Beta values of 0.418, -0.265 and 0.186 respectively (table 4.5).

This result is in line with Butt, Bhutto and Abbas (2005) who have studied on comparative study of organizational climate and job satisfaction in public, private, and foreign banks on these respective of independent factors like responsibility ($p=0.689$), Support & Supervision ($p=0.866$), standard ($p=0.407$), leadership ($p=0.676$) and communication ($p=0.285$) but inconsistency with structure ($p=0.015$) with job satisfaction.

Out of the fifteen proposed variables, four of them were statistically significant in the model while the rest were not significant. The significant variables included Training and Development, Autonomy, Commitment and Task orientation. Nevertheless, the rest were insignificant at less than 5% level of significant.

Therefore; H5: All organizational climate factors have positive significant effect on employee's job satisfaction should be rejected. The interpretations and discussion of the significant explanatory variables are given below.

❖ Training and Development

As can be seen from table 4.5, training and development was significant at 5% level of significance with Beta value of -0.265, it has a negative impact on satisfaction. As Training and Development increasing by 1 unit employees' job satisfaction were decrease by the ratio of -0.265. This result shows that training and development has an inverse relationship with employees' job satisfaction. If management is promoting employees on the basis of training and development as long as their performance, it can be further interpreted that the employees are seems to be happy. Even though when employers are getting more Training & Development, their satisfaction level may decrease as per their training & development increase.

The reason for this may be before and after organization is giving training & development of their employees, organization may not considered the level job position after they have gotten Training & Development, not has been arranged the benefit after employees have taken, not has been implemented performance & feedback after they have taken, not has been done need assessment earlier, repetition of short term training on the same issue, not has been planed and implemented fairness, proportionally and concerned body, lake of Quality and methodology of training & Development. Thus this may lead to employees are going to be dissatisfied in their working place. Employees may perceive opportunities to further their knowledge and expertise in a negative light, and also the regression analysis found that this dimension had the negatively impact on job satisfaction.

This result is partial consistent with the studies by Castro (2008); Kalleberg (2000) and Naumann's (1993) who have found that a significant and positive effect on employees' job satisfaction.

❖ **Autonomy**

As can be seen result from **table: 4.5**. Autonomy is positively related with job satisfaction and it was significant at 5 % level of significance with Beta value 2.82. As autonomy increasing by 1 unit employees' job satisfaction were increasing by the ratio of 0.282. As a worker's control over how a job is done increases, the level of job satisfaction also increases. The positive result showed when employees have more work freedom; their job satisfaction will be increasing. This implies that, any improvements regarding autonomy have been made a direct impact on employees' satisfaction, employees' autonomy represents a highly integrated internal satisfaction that is even inherently intrinsic, employees' freedom of choice, and decision and perception of employees are not feeling under the control of any internal or external force.

This result is in line with the findings of Xanthopoulou *et al.* (2009); Lange, Witte and Notelaers (2008); Tekin and Ekemekci (2011); Belias, Koustelios, Sdrolas and Aspridis (2014); Nguyen, Taylor and Bradley (2003 and also Abay (2013).

This study is Partially in line with that of Destetano *et al.* (2005) and Naqvi, Malik and Mahmood (2013) who have conducted in their study clarity, autonomy and work pressure and autonomy, recognition and appreciation, promotion opportunities, and pay respectively where found to be factors which affect positively employees' job satisfaction.

❖ **Task orientation**

From table: 4.5. Task orientation was positively related with job satisfaction. It is significant at 5 % level of significance with Beta value of 0.186. As task orientations increasing by 1 unit employees' job satisfaction were increasing by the ratio of 0.186 amounts. This positive result show that having employees getting more task orientation their job satisfaction level will increase. It indicates that more the effective task orientation available, the more employees are satisfied.

The reason for this result may be when employees are getting more induction about their job and know what expects from them at the beginning and through process then they may satisfy by their job. This may be also due to the implementation of management by objective, balanced score card (BSC), caizen principles by the organization. Therefore this leads the employees are more satisfied for their job.

The result of this study is inconsistent with Abay (2013); Destetano *et al.* (2005) and Andrea (2002) task orientation was not a significant determinates of job satisfaction.

❖ Commitment

From table: 4.5. The result of multiple regression showed that commitment by beta coefficient value of 0.493 significant at 5% level of significance and was found to be the most important factors of organization climate that affected employees' job satisfaction. And also that influences job satisfaction positively; increasing the level of organizational commitment will necessarily lead to high level of employee job satisfaction which helps to achieve stability. This has shown that, keeping the other entire variable constant, an increase of commitment by one unit job satisfaction of an employee's increase by 0.493. The positive result has shown that when employees have more Commitment, their job satisfaction level will increase and the employees will satisfy with as per of this unit.

The reason for this significant effect may be that employees are more satisfied for their job by more committed for their job than other benefits. Because they think about how to the customer satisfied. From this main objective of perspective they are serving the community through delivering and providing health related products to patient class. Hence, this critical, sensitive health issue leads the sense of more committed. In addition to this the basic values of Agency requires the more committed employees and also the

Agency has changed the perception and attitude of employees' commitment before and during serving the citizen.

In line with this result Latif (2010); Enaye (2013) and Birbirs *et al.* (2015) have stated that commitment is the positive and significant effect on employs job satisfaction.

Table: 4.6. The overall summary of the Hypothesis Test result

Hypotheses	Statement of the hypotheses	Decision
H1	The extent of all organizational climate dimensions is low.	Rejected
H2	The extent of the level of job satisfaction is low.	Rejected
H3	Each organizational climate dimension has positive and significant relationship with employees' job satisfaction.	Rejected
H4	Overall organizational climate has positive and significant relationship with employees' job satisfaction.	Accept
H5	All organizational climate dimensions will have positive and significant effect on employee's job satisfaction.	Rejected

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusions

The study was intended to investigate the effect of organizational climate on employees' job satisfaction with a particular emphasis of Central Office of PFSA. Based on this analysis of major findings and discussions which were presented in earlier sections were concluding as follows:-

The descriptive result of study found that commitment and coworker cohesion had a highest average mean. It has shown that the employees have both high commitment and coworker cohesion. The Mean of organizational climate and job satisfaction have indicated that climate of organization is moderate and employees are high satisfied. The mean of leadership is shown that the managers have good leadership manner. The mean of task orientation, trust, responsibility, task orientation, communication, work pressure and standard have shown the moderate organizational climate factors and Central Office of PFSA has been able to create a moderate level to its employees in their working environment. The mean of autonomy, structure, supervision & support, clarity and physical comfort have indicated that their levels are relatively moderate. While the mean of Training & Development has shown that the level of Training & Development achievement in the Central Office of PFSA is low. Thus from this; the extent of overall organizational climate and level of employees' job satisfaction in Central Office of PFSA was moderate and good respectively.

In addition to the above descriptive analysis, inferential statistics was also implemented. The significant association findings were noted in all 14 variables of organization climate and only one dimension was insignificant relation with job satisfaction. Variables which were found significant and positive associated with job satisfaction were; Training & Development, trust, standard, commitment, physical comfort, clarity, work pressure, task orientation, autonomy, coworkers cohesion, responsibility, structure, communication, leadership. In contrary, the factor which was not significant associated with job satisfaction, was supervises support. Thus not all dimensions of organizational climate have significant relation with employees' job satisfaction in Central Office of PFSA. The relationship the association of between overall organizational

climate and job satisfaction is positive significant at value. This implies that that job satisfaction increases with suitable conditions of organizational climate and vice versa.

In order to identify the most importance dimension of organizational climate affecting the level of employee job satisfaction, multiple regressions was used. As the result has shown that from fifteen dimension organization climates, only four dimension namely, Training & Development, autonomy, task orations and committee were found to be factors which affect employs job satisfactions significantly. So these are the importance factors of organization climate which is affecting job satisfaction significantly. From these predictor variables commitment is scored the highest beta coefficient of ($\beta=0.493$) significant at 1 % level of significance. This shows that commitment found to be the most determinant of job satisfaction. Thus from this researcher has concluded that not all fifteen factors of organizational climate have significant effect on employee's job satisfaction.

5.2. Recommendation

In this competitive world, business and health service organizations require satisfied and committed employees to achieve the intended objective and generate value for the organization. Based on the findings and conclusions of the study, the researcher forwards the following recommendations to the management of the agency and suggestion for other researchers.

- To create positive organizational climate which increases job satisfaction, management of the agency should focus most on the four antecedents of organizational climate i.e. Training and development, autonomy, task orientation and commitment, as they have a significant impact on employees job satisfaction.
- Followed by this management should be pay attention so as to create conducive organizational climate with satisfied employees, for autonomy, structure, clarity and physical comfort because this factors have shown near to low level. So the management tries to rise up those factors to higher level of as far as possible as they had been significant correlate and contributed a positive feeling to the job satisfaction of employee.

- The level of Commitment and coworker cohesion has shown on high position. So management has to be keeping it up.
- Regards to these dimensions of organization climate, standard, work pressure, task orientation, responsibility, communication, leadership, and trust have shown the moderate level. So management should be increase these factors by using their identity & nature of each factor and based on the reality of organization.
- The management should designed strategy to reduce the work pressure through arranging the two/three shifts program, arranging an over time working with good compensation, recruiting new employee, relation of existing employees, establish a system for determining appropriate or manageable workload.
- In order to increase effectiveness of the Central Office of PFSA, contribute to reduction in role conflict, role ambiguity and over load, planning activities and using clear rule & regulation, giving detail explanation of mission, vision, values, objective assigned job and job description and also construct clear and concise roles in the organization climate. It helps to clear about roles confusion and implementation idea and routine to insure everyone is clear about operation and responsibility.
- To enhance the level of employees' commitment the management should try to promote and build commitment, to communicate with employees, to assess their capacity ,to engage in various initiatives, to give honest feedback, to develop their strengths, to be openness all over the organization and to match employees' compensation with their performance.
- As shown from regression analysis Training & Development has negative impact on employees' job satisfaction. Management should be address concerns relating to Training and Development initiatives via:- Feedback and Need assessment has to done, Using all the process of evaluation before training, during training & after training, Employees have to be implemented as soon as in to practices, training and development should be task oriented, Be benchmark of the pay and benefits

with the competitive and related health service organization, Considering job level after training and development, methods are all inclusive (i.e better to take in to consideration of all line and supportive staff with irrespective of their qualification and skills regularly), using the process of evaluation before training, during training & after training, ensuring all new employees receive the necessary orientation once they join the organization, making the three dominant frameworks for identifying organization's employee training needs approach (ie on Organizational analysis, Task (job) analysis and Person analysis (Miller & Osinski, 1996)), ensuring that all employees have a personal development plan in place (*i.e based on their training and development needs*), so then, employees should be afforded the opportunity to attend training sessions in line with their personal development plan, Coaching and monitoring programme are another way in which the organization could provide learning and growth opportunities for employees as soft and technical skills could be transferred to younger and less experienced employees, focus in on imparting training to develop leadership skills among the employees and also be benchmark of the pay and benefits with the competitive and related health service organization.

- Moreover, the managers should also take managerial trainings especially on the human resource aspect which neutralize the arbitrary managerial behaviors and enable them to care for employee's welfare and provide a more secured working place. Because training brings positive change, and enhances employee's knowledge, skills, behavior, aptitude, and attitude towards the requirements of the job and the agency.
- Good working environment or conditions such as enough working place and well organized office arrangement facilitates the service delivery of the employees for the customers. So, in order to do so, the organization should create a good working condition. Even though employee has reported a moderate organizational climate, management and concerned body should strive to raise its conducive for employees. Because as the literature said organizational climate should motive employee to performed best and show

commitment to the organization, enhancing work condition to support the organization mission and impacting on job satisfaction and also the condition under which jobs have performed as much impact on people effectiveness, comfort and safety.

- To come up an end, Central Office of PFSA should conduct focus groups or further surveys to understand why these employees become fair satisfied and management can improve the satisfaction of workers by ensuring impartiality and fairly in the disciplinary action proceedings.

Generally, from the above regression of data analysis and result, Management should be use one to five formation for raise both autonomy and task orientation. Training and Development, commitment, task orientation and autonomy all are the determinant factors of the Central Office PFSA. Due to this management should be take care and give great attention for these the most predictors' factors and give correction for Training & has to be corrected as soon as by using fartuer study after feedback has been done.

5.3. Suggestion for future research

- Some other relevant factors that may be perceived as important by employees, but those were excluded from this study. These factors like Recognition & Reward, team work, performance management, Transformation & Diversity, gender issue, identity, Innovation & flexibility, Challenge & Risk taking and policy agreement and decision making.
- It would be worthwhile to conduct further study with the employees using some open ended questionnaire, interview and observation to determine the real perceptions or opinions about organizational climate and job satisfaction.
- The longitudinal study design shall be done.

- All agencies' branches should be studied with larger sample size of population.
- Future research can also be carried out to determine the effect of other demographic variables which are not identified in the present study.

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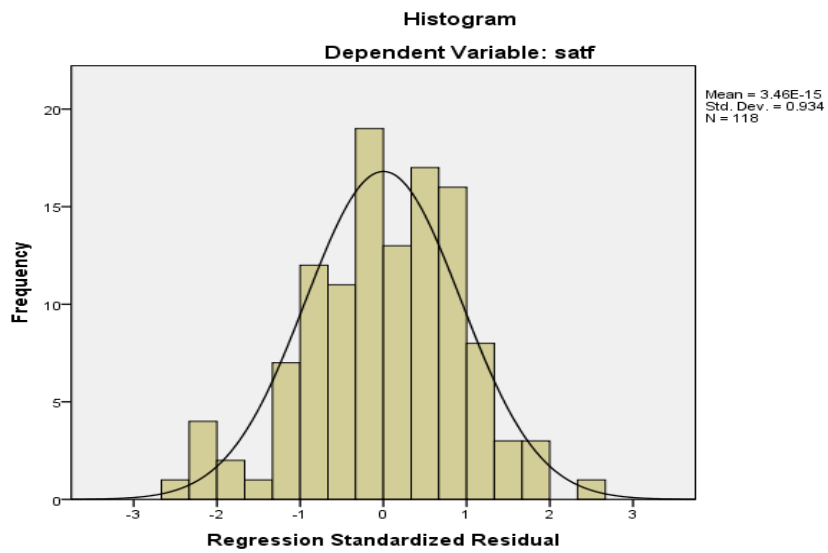
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ANNEXES

Annex 1: Multicollinearity test

Items	CC Value
Trust * satisfaction	.478
Training & dev't * Satisfaction	.545
Leader * Satisfaction	.628
Communication * Satisfaction	.566
Structure* Satisfaction	.486
Responsible * Satisfaction	.530
Coworker cohesion*Satisfaction	.538
Support&Support* Satisfaction	.514
Autonomy * Satisfaction	.531
Task orientation * Satisfaction	.539
Work pressure * Satisfaction	.557
Clarity * Satisfaction	.549
Physical comfort* Satisfaction	.598
Commitment * Satisfaction	.557
Standard * Satisfaction	.600

Annex 2: Normal probability plot



Annex 3A: Questionnaire in Amharic

የጥናት ማጠቃለያ

ጎንደር ዩኒቨርሲቲ ቢዝነስና ኢኮኖሚክስ ኮሌጅ ሜጅማት ትምህርት ክፍል

የድህረ ምረቃ ፕሮግራም

የማጠቃለያ አላማ -

ይህ ማጠቃለያ የተዘጋጀበት ዋና አላማ በመድሀኒት ፈንድና አቅርቦት ኤጀንሲ ዋናው ማቤት የሰራተኞችና የስራ አካባቢ በስራ እርካታቸው ላይ የሚያሳድረውን ተጽእኖ ለማጥናትና የጥናቱን ውጤት ማረጋገጥ በማድረግ ለችግሮች መፍትሄ ማጠቃለያ ሲሆን፤ የጥናቱ ዋና ምክንያት በጎንደር ዩኒቨርሲቲ ሜጅማት ትምህርት ክፍል የድህረ ምረቃ ትምህርት የሚጨረሻ አመት የመረቁ ጥናታዊ ፅሁፍ ለመጻፍ ነው፡፡ በዚህ ማጠቃለያ ላይ ላሉ ጥያቄዎች የሚጠቅሙ መልስ ከላይ ለተጠቀሰው አላማብቻ የሚጻፍ ሲሆን የእርስዎ ማሉ ትብብር ለአላማው ማሳካት በጣም አስፈላጊ ስለሆነ የእርስዎን ቀና ትብብር በትህትና እጠይቃለሁ፡፡

ማሳሰቢያ፡

ማጠቃለያን በሚጥሉበት ጊዜ ስምዎንና አድራሻዎን ማፍ አስፈላጊ አይደለም፡፡

ለአላማው ማሳካት የእርስዎ ሁሉንም ጥያቄ መሙላት ወሳኝነት ስላለው እባክዎ ሁሉንም ጥያቄዎች መሙላትዎን እንዳይረሱ፡፡

አየናቸውግረማተሰጋ

ስ.ቁ-0920254454

ኢሜይል

ayenachew21@gmail.com

ስለ መልካም ትብብርዎ በቅድሚያ

አማካኝ ጥናታዊ!

ክፍል አንድ፡ - ግላዊ መረጃ መስጫ

እባክዎ ከዚህ በታች ለተዘረዘሩት ጥያቄዎች “ትክክለኛ ነው” ያሉትን ምርጫ ክፍል በታላ ክፍል ምርጫ ስር ባለው ሰነድ ውስጥ የጻፉት ✓ ምልክትን በማስቀመጥ ምርጫዎን ያመልክቱ፤ ከምርጫዎች ውስጥ ለእርስዎ የሚመስልዎትን ሌላ ክፍል ምርጫ ስር ባለው ክፍት በታላይ በመጻፍ ይግለጹ፡፡

1. ያታ 1. ወንድ 2. ሴት

2. እድሜ _____ ዓመት

3. የትምህርት ደረጃ፤

ሀ. ሐ. ከ7ኛ ትል

ለ. ከ9ኛ-10ኛ ክፍል ሐ. ከ11ኛ-12ኛ

መሠረተ ፍኬት

ሠ. ዲፕሎማ ረ. ዲግ ሸ.. ማስተርስና

ከዛ በላይ

4-ያሉበት የስራ መደብ ደረጃ -----

5-በዚህ ማስረጃ ቤት ያለዎት የአገልግሎት ዘመን -----

ክፍል ሁለት፡ - የስራ አካባቢን በተመለከተ መመዝገቢያዎች

እባክዎ ከዚህ በታች ላሉት ማስፈርቶችን ማስረጃ በመስጠት በመጨረሻ በመጠቀም ያለውን ያሥራ አካባቢ ሁኔታ እና የመስመራትን የሀሳብ መጠን ማስረጃ በመስጠት ከዓረፍተ ነገሮች ፊት ለፊት በተገለጸው ባለ አምስት ደረጃ ምርጫ ማስረጃ የእርስዎን ስሜት የጻፉት (✓) ምልክትን በመረጡ ደረጃ ላይ በማስቀመጥ ምርጫዎን ያመልክቱ፡፡

code	አመራር ታ/trust/	በጣም አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
Tr1	የስራ ተጠሪዎን እምነት እጥል በታለሁ					
Tr2	የስራ ተጠሪዬ እምነት ይጥልብኛል					

Tr3	የስራ ተጠሪ የሚሰጡ አምሳይ እቅድ					
Tr4	የማህበረሰብ ልማት ስልጠና ቅጽ የሚገኝበት በተግባር ያለው					
Tr5	ማህበረሰቡ ግልጽና ግልጽ ነው					

Code	ስልጠና እድገት/training& dev;t/	በጣም አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
TrD1	ለስራ የሚያስፈልጉ ወሳኝ ስልጠናዎችን ሁሉ ወስጃለሁ					
TrD2	ባንክ ትምህርት የሚሰጥ እድገት ዕድል ይስተኛ ነኝ					
TrD3	አዲስ ሰራተኞች ስራ ከመጀመራቸው በፊት በቂ ገለጻ ይሰጣቸዋል					
TrD4	በሰው ልማት እቅድ ማህበረሰቡ የሚፈለገውን ስልጠናና እድገት አግኝቻለሁ					
TrD5	በእኔ እድገት እቅድ ማህበረሰቡ የትምህርት እና የእድገት እድሎች ቀርበውልኛል					
TrD6	በተቋሙ ላይ ያሉ ማህበረሰብ አጋጣሚዎች እወቅናውአለኝ					
TrD7	በስራ ላይ ያሉ የማህበረሰቡ ማህበረሰብ ተቀምጠዋል					
TrD8	የማህበረሰቡ እድሎች አሉ					

Code	አመራር/leadership/	በጣም አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
Ldp1	የቅርብ የስራ ተጠሪ የ የምስራው ስራ አስተዋጽኦ እዳለውያምናል					
Ldp2	የቅርብ የስራ ተጠሪ ወሰኝ እና ሚኒስቴር የሆኑ ጉዳዮችን በራሱ ዘንድ የመጠበቅ ከፍተኛ አቅም አለው :					
Ldp3	የቅርብ የስራ ተጠሪ የ መልካም ተግባራትን መክናዎንና ስዎችን በተገቢው መንገድ መያዝ እንዲሁም ከእነርሱ ጋር አብሮ የመከራት ከፍተኛ ችሎታ አለው :					
Ldp4	የቅርብ የስራ ተጠሪ ራሱን ምሳሌ በመድረግ ነገሮችን በተገቢውሁኔታ ይመራል					
Ldp5	ከቅርብ የስራ ተጠሪ ዘርፈ ብዙ መልካም ነገሮችን አግንቻለሁ					
Ldp6	የቅርብ የስራ ተጠሪ ነገሮችን የሚሰሩበትና መደብረው መንገድ ሁሉን አሳታፊና ፍታዊ ነው					
Ldp7	የቅርብ የስራ ተጠሪ በጠንካራ ስብዕና ክህሎቶችን የተጎናፀፈ እንዲሁም ነገሮችን የሚልፅበት መንገድ ከፍተኛ ነው					
Ldp8	ባጠቃላይ የቅርብ የስራ ተጠሪ ፈላጭ ቆራጭ ስራ					

	አሙራርን ያከናወናል					
Ldp9	የወስጥም ሆነ የወጭ ደንበኞችን የሚያስተናገግድበት መንገድ እና ግንኙነት አግባብ መልካምነው					
Ldp10	የቅርብ የስራ ተጠሪ ባለበት የስራ ዘርፍ በቂ እውቀትና ግንዛቤ አለው					

Code	የግንኙነት አግባብ/communication/	በጣም አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
Com1	ለወጦች ሲኖሩ ለወጡ ይበልጥ ተፅዕኖ የሚሰረፍባቸው አካላት በተሻለ ሁኔታ መረጃውን እንዲያገኙ ይደረጋል					
Com2	የቅርብ ስራ ተጠሪ በስራ ያሉት የስራ ባልደረቦችን ሀሳብ በጥሞና ያዳምጣል					
Com3	የቅርብ ስራ ተጠሪ የተሰሳቱ መረጃዎችን እና የግንዛቤ ክፍተት ካለ እንደ አስፈላጊነቱ በተገቢው ሁኔታ ያስተካክላል					
Com4	የቅርብ ስራ ተጠሪ ሰራተኞችን የስብሰባ መድረክን በተገቢው መንገድና ብቃት የሚመራት አቅም አለው					
Com5	የተቋሙ የወደፊት መሳረታዊ ዓላማ እና እቅድ በወቅቱ ገለጻ ይደረግለኛል					

Com6	ለወጡት በሚኖሩበት ወቅት ተግባራዊ ከሚደረጋቸው በፊት ሚገኝ ይደረጋል					
Com7	የቅርብ ስራ ተጠሪ የተገቢውን እና አስፈላጊውን ጥሩ የስራ ልምዱን ና ጥሩ ተግባራዊነት ሚገኝ ያካፍላል					

Code	ተቋማዊ መዋቅር/Structure/	በጣም አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
Str1	ስጦታማ አሰራር እና አፈጻጸም እንዲኖር የማሴቱን ራዕይ፣ ተልዕኮ፣ እሴት፣ ግብ እና አላማ ግልፅ በሆነ ሁኔታ ማብራሪያ በሚደረጉ ለጥሩ የስራ አፈጻጸም አስተዋፅዖ አድረጎልኛል					
Str2	አንዳንዴ ጊዜ በተቋሙ ውስጥ ውሳኔ የሚሹ ጉዳዮች ሲኖሩ ሰራተኞች ተወክለው ውሳኔ ላይ በመሳተፍ ውሳኔ ይሰጣሉ					
Str3	የማሴቱ ማሰራታዊ የሆኑ መዋቅር እና ፖሊሲ በተገቢው ሁኔታ ለሚመለከተው አካል ገለጻ ይደረጋል					
Str4	ሁሉን ዓቀፍ ህግጋት ዝርዝር የአስተዳደር ጉዳዮች እዲሁም የተለያዩ የሚገኝ ማግኛ መንገዶች ዋና ዋና ጭብጦችንና አዳዲስ ሀሳብ ማግኛ መንገዶች ተቋሙ ተግባራዊ ያደርጋል					
Str5	የእኛ ምርታማነት /አፈጻጸም/ በተቋሙ ደረጃጀት እና እቅድ ውስጥ የሚገኝ አይደለም					

Str6	በተቋሙንቁት ፕሮጀክቶች ላይ እኔ ምስፈተሳትፎ የነበረኝ ሲሆን በዚህምሂደት አለቃየን በእረገጠኝነት ማን እንደሆነ ማየት ችያለው					
Str7	በአጠቃላይ በተቋሙውስጥ ያለው የግንኙነት አግባብ በእቅድ የሚሆኑ እና በግልጽ የተቀማገሉት					

Code	ኃላፊነት/Responsibility/	በጣም አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
Resp1	ማቤቱ ከአንድ ግለሰብ አስተሳሰብ ይልቅ በቡድን ወይም በኮሚቴ አስተሳሰብ ይተማመናል					
Resp2	ሜጅሮች ማንኛውንም የምስራውን ስራ ሚጋገጥ ካልፈለገ እና ትክክለኛው መንገድ አገኝቻለው ብለህ ካሰብክ ይህንኑ ማስመረጥ ማስተል ትችላለህ፡፡					
Resp3	በተቋሙውስጥ መቆጣጠር ለበታችኛ መሣሪያ የሚያስፈልጉትን ደረጃ ሲሆን የስራ ኃላፊነት መውሰድ ግን ለበታችኛ ይሰጣል					
Resp4	ሰራተኛ የራሱን ችግር ራሱ መፍታት እንዳለበት አምናለው					
Resp5	ማንኛውም ሰራተኛ ስህተት በኃላይ ቅርታውን በሚቀርብበት ሰዓት ያለ ምንም ቅድሚያ ታተቀባይነት ያገኛል					
Resp6	በማቤቱ ያለው እያንዳንዱ ሰራተኛ ኃላፊነት ለመውሰድ ዝግጁ ነው					

Code	መግባባትና	በጣም አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
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	ትብብር/co workers-cohesion					
COWC1	ነባር ሰራተኞች አዲስ ሰራተኞች ሲቀጠሩ በራሳቸው መገናኛ እንዲለገጡ ያግዟቸዋል					
COWC2	ሁኔታዎች ለሰራተኞች አይመችም					
COWC3	ሰራተኞች ከሌሎች ባልደረቦች ይልቅ የራሳቸውን ጥቅም ያስቀድማሉ					
COWC4	ሰራተኞች ከስራ በኋላ የተለያዩ ጉዳዮችን አብረው አይሰሩም					
COWC5	ሰራተኞች በአጠቃላይ ስለሚሰማቸው ነገሮች በግልጽ ይነጋገራሉ					
COWC6	ሰራተኞች ብዙ ጊዜ አብረው ይመጣባሉ					
COWC7	ከሌሎች ባለሙያዎች በበለጠ ለየት ያሉ ሰራተኞች በሙሉ ካም አይታዩም					
COWC8	ሰራተኞች ብዙ ጊዜ ስለግል ችግራቸው እርስ በእርስ ይነጋገራሉ					
COWC9	ሰራተኞች ብዙ ጊዜ ይጋጩ					

Code	ድጋፍና ጉብኝት/supervision-suport/	በጣም አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
SuS1	ኃላፊዎች ሰራተኞችን ያቃልላሉ					
SuS2	ኃላፊዎች ሁልጊዜ ጥሩ የስራ ሰራተኞችን ያመካግናሉ					

SuS3	ኃላፊዎች ከሰራተኞች ሂስ እንዲሰጣቸው ይበረታቱ					
SuS4	ኃላፊዎች ሁሉም ከሰራተኞች የሚከተሉ ሀሳቦችን ዋጋ ይሰጣሉ					
SuS5	ኃላፊዎች ብዙ ጊዜ ብትንሽ ሰራተኞች ይነቅፋሉ					
SuS6	ሰራተኞች በነጻነት ጭረ መተየቅ ይችላሉ					
SuS7	ኃላፊዎች ከሰራተኞች ብዙ ነግረ አይጠበቁም					
SuS8	ሰራተኞች ከኃላፊዎች ጋር ስለግል ችግሮቻቸው ይወያያሉ					
SuS9	ሰራተኞች በትክክል ለሌሎች ሰራተኞች ጥቅም ይቆሙባቸዋል					

Code	ነጻነት/autonomy/	በጣም አልነሳም	አልነሳምም	ገለልተኛ	እነሳም	በጣም እነሳም
Aut1	ጥቂት ሰራተኞች ባለሙያዎች አስፈላጊ ኃላፊነት አለባቸው					
Aut2	ሰራተኞች ስራቸውን በፈለጉት መልኩ የሚሰሩት ነጻነት በጣም አለቸው					
Aut3	ሰራተኞች በራሳቸው ላይ የራሳቸውን ውሳኔ እንዲወስኑ ይበረታታሉ					
Aut4	ሰራተኞች የራሳቸውን ተነሳሽነት በማጠቃለያ ስራቸውን መሰራት ይችላሉ					
Aut5	ኃላፊዎች በስራ በታችኛዎች ሲፈጠሩ ባለሙያዎች በራሳቸው መንገድ እንዲፈቱባቸው					

	ይበረታታሉ					
Aut6	ሰራተኞች ባጠቃላይ ድንቅነና ልዩ ለመሆን አይሞክሩም					
Aut7	ሰራተኞች ከራሳቸው ጋር ባይያያዝም አዳዲስ ነገሮችን እንዲሞክሩ ይበረታታሉ					
Aut8	ሰራተኞች ያለ ኃላፊዎች ክትተልና ቁጥጥር በቅንነት ይሰራሉ					
Aut9	ኃላፊዎች በመደበኛነት በቀጣይ የሰራግቦች ከባለሙያዎች ጋር ይወያያሉ					

Code	ሰራተኛ/tasek orientation/	በጣም አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
TO1	ሰራተኞች ስራቸው እንዲሰራ ትልቅ ትኩረት ያደርጋሉ					
TO2	ከብቃት ማስተካከል የተነሳ ብዙ ሰዓቶች ይባክናሉ					
TO3	ስራዎች ለነገር እየተባሉ አይወዘፉም					
TO4	ይህ መቤት ስራ በብቃትና በትኩረት የሚሰራበት ነው					
TO5	ብዙ ስራዎችን ሰርቶ ማጠናቀቅ ለባለሙያዎች ጥቃቂ ነው					
TO6	ሰራተኞች ከመዘናናት በፊት ስራ የሚያደርጉ አጽናት አላቸው					
TO7	ሰራተኞች በትጋት ይሰራሉ					

TO8	ሰራተኞች ብቁ ናቸው					
TO9	ሰራተኞች ወደ ስራ ቦታ ዘግይቶ የመምጣት ዝንባሌ አላቸው					

Code	የ ስራ ጭነት /work prsure/	በጣም አልስመዝም	አልስመዝም	ገለልተኛ	እስመዝሁ	በጣም እስመዝሁ
Wkp1	ተከታታይ የሆነ የ ስራ ጭነት አለ					
Wkp2	ስለ ሁሉም ገር ጥድፈያ አለ					
Wkp3	ሰራተኞች ዘና ለማለት ጊዜ የላቸውም					
Wkp4	ጠንክሮ የሚሰራ ባለሙያ የለም					
Wkp5	የግዜ እጥረት የለም					
Wkp6	የ ስራ ጭነት በጣም አለዎት					
Wkp7	ሳይጨነቁ ስራዎችን ማሰራት ይችላሉ					
Wkp8	ሁሉም ለስራዎች የሚገኝ ቀን ይቀመጥላቸዋል					
Wkp9	ሰራተኞች ብዙ ጊዜ ስራቸውን ለሚጨነቁ ትርፍ ሰዓታቸውን ማጠቀም ግድ ይላቸዋል					

Code	ግልጽ ኝነት /clarity/	በጣም አልስመዝም	አልስመዝም	ገለልተኛ	እስመዝሁ	በጣም እስመዝሁ
CI1	አልፎ አልፎ ነገሮች ዝብርቅርቅ ይላሉ					

CI2	ስራዎች በጥሩ ሁኔታ ይታወቃሉ					
CI3	ህጎችና ደንቦች ግልፅ ያልሆኑ ና አሻሚዎች ናቸው					
CI4	የኃላፊዎች ኃላፊነት በትክክል ተገልጿል					
CI5	የሚከጡ ስራዎች በጥልቀት ለባለሙያዎች ይብራረላቸዋል					
CI6	ብዙ ጊዜ ባለሙያዎች ምን መሰረት እንዳለባቸው ግራ ይገባቸዋል					
CI7	የሚከጡ ጥቅማጥቅሞች በጥልቀት ይገልፁላቸዋል					
CI8	ህጎችና ደንቦች በየጊዜው ይለዋወጣሉ					
CI9	ኃላፊዎች ባለሙያዎችን የጤና የተስተካከለ ስራ እንዲሰሩ ያበረታቸዋል					

Code		በጣም አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
	የስራ ቦታ ምቹነት/phalysical confort/					
Phc1	በማቤት ክፍሎች ውስጥ አልፎ አልፎ በጣም መቅት አለ					
Phc2	የክፍል መብራቶች በጣም ጥሩ ናቸው					
Phc3	የስራ ቦታዎች የተፋፈሉ ናቸው					
Phc4	ይህ ማቤት ዘመናዊና ቄንተኛ ነው					

Phc5	የሚሰጠው በታሪክ ተጨማሪ ውስጣዊ ጉዞች የሥራ ልዩነቶች					
Phc6	የሚሰጠው ቀለም ጉዞች በታሪክ ማረጋገጫ አስፈላጊነት አድርጎ ይታያል					
Phc7	ክፍሎች ነፃ ማኖራቸው					
Phc8	ሁሉም ቁሳቁሶች በሚገኝ የተስተካከሉ ናቸው					
Phc9	ክፍሎች በሚገኝ አዋጅ ይገባላቸዋል					

Code	ቁርጠኝነት/commitment/	በጣም አልተሟላም	አልተሟላም	ገለልተኛ	አስተማማኝ	በጣም አስተማማኝ
comt1	ስለሚጠቀሙ ጥራት እና ምቹነት ለጓደኞችም ሆነ ለሌሎች ሁሉም እናገራለን					
comt2	ያለኝን የሚጨምሩ ኃይል ተጠቅሞ ተጨማሪ ኃይል አስፈላጊ ከሆነ እጠቀማለሁ/እጠይቃለሁ/					
comt3	ለሚጠቀሙ እሳቶች ታማኝነት					
comt4	የሚጠቀሙ አንድ አካል ማህበሩን ለሌሎች ስነ ግራቸውኩራት ይሰማቸዋል					
comt5	በሚጠቀሙ ውስጥ በቀጣይነት ለሚሰሩት የተሰጠውን ማንኛውንም የስራ ዓይነት እቀበላለሁ					
comt6	በሚጠቀሙ ውስጥ በቀጣይነት ለሚሰሩት የተሰጠውን ማንኛውንም የስራ ዓይነት					

	በቁርጠኝነት እቅብላለሁ					
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Code	መስፈርቶች/standards/	በጣም አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
st1	በመጠቀሙ ውስጥ የተሻለ አፈጻጸም እንዲኖር በማድረግ ዘርፈው በሆኑ ዝርዝር መስፈርቶች ተቀምጥዋል					
st 2	በስራ አመራሩ እምነት ማንኛውም ስራ በተገቢው መስፈረት ሁኔታ መከናወን ካልቻለ ስራው ተሰርቷል ብሎ ውሳኔ አይቻልም					
st3	በመጠቀሙ ውስጥ ባለው ዙሪያ ገብ እንቅስቃሴ የግልና የቡድን አፈጻጸም እንዲጎለብት አውንታዊ ጭነት የሚሰጥ ስሜቶች ይንጸባርቃሉ					
st4	በሜሪት መሠረት እምነት መስፈረት ሰራተኛ ደስተኛ መሆን ከቻለ ውጤቱን የተሻለ ለማድረግ የሚያስችል አቅም እንዳለው ያምናል					
st5	በመጠቀሙ ኮከብ ሰራተኛ ሁኖ ለማኘት እንዲሁም ጠቃሚነገሮች ከመከናወንም በላይ ከፍተኛ አፈጻጸም መስጠት ቁልፍ ተግባርነው					
st6	በመጠቀሙ ውስጥ ያሉ ሰራተኞች					

	ባለቸው ስራ አፈጻጸም ኩራት ይሰማቸዋል					
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ክፍል ሶስት፤ - ሰራተኞች በስራቸው ላይ ያላቸው የእርካታ ማጠይቅ (Job satisfaction questionnaire (JSQ))

እባክዎ ከዚህ በታች ላሉት ማስፈርቶችን ማስረት በመድረግ በማቤቱ የሉ ሰራተኞች የሥራ እርካታ ሁኔታ እና የሚገኝበትን የሀሳብ ማጠን ማስረት በመድረግ ከዓረፍተ ነገሮች ፊትለፊት በተገለጸው ባለ አምስት ደረጃ ምርጫ ማስረት የእርስዎን ስሜት የጫካ (✓) ምልክትን በመረጡት ደረጃ ላይ በማስቀመጥ ምርጫዎን ያመልክቱ፡፡

Code	ዝረዝር ማጠይቅ	በጣም አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
Saf1	አሁን ላለሁበት ቦታ እና ስራ ደስተኛ ነኝ					
Ew2	በአኛብዛኛው ስራዬን በፅኑ ፍላጎት አከናውናለሁ					
Wn3	ለእያንዳንዱ ስራ ቀናቶች እርካታዬ ፍጻሜ ላለውም					

Enj4	በስራዎ ውስጥ እውነተኛ የደስተኛነት ስሜትን እፈልግለሁ					
Jpt5	ለስራዎ ያለኝ አማላካከት ከሜረመርልኝ ደስታ በላይ ነው					

Annex 3B: Questionnaire in English Version

University of Gondar

College of Business and Economics Department of Management

Research Questionnaire

Dear PFSA employee:

I am MBA student at Gondar University. As part of my studies, I am carrying out a research

On the effect of organizational climate on employees job satisfaction at central PFSA office.

	TRUST					
Tr1	I trust my immediate manager.					
Tr2	My immediate manager trusts me.					
Tr3	I believe what my immediate manager says.					
Tr4	Management delivers what they promise.					
Tr5	Management is transparent.					

Code	Statements	1	2	3	4	5
	TRAINING AND DEVELOPMENT					
TrD1	I receive the training I need to do my job.					
TrD2	I am satisfied with the opportunities for career development.					
TrD3	New employees receive the necessary induction/orientation					
TrD4	A personal development plan based on my training and development needs exists.					
TrD5	I am provided with opportunities for learning and development based on my personal development plan.					
TrD6	I am aware of the mentoring/coaching opportunities in the organization.					
TrD7	The promotion criteria for jobs are available.					
TrD8	There are promotion opportunities available.					

Code	Statements	1	2	3	4	5
	LEADERSHIP					
Ldp1	My immediate manager values the contribution I make.					

Ldp2	My immediate manager keeps confidential issues to himself/herself.					
Ldp3	My immediate manager does a good job at “people management”, dealing with people who work for him/her.					
Ldp4	My immediate manager leads by example.					
Ldp5	I get along well with my immediate manager.					
Ldp6	The management style of my immediate manager is generally participative.					
Ldp7	My immediate manager demonstrates strong leadership skills.					
Ldp8	The management style of my immediate manager is generally autocratic.					
Ldp9	My immediate manager manages client (internal or external) relationships well.					
Ldp10	My immediate manager is knowledgeable in his/her area of specialization.					

Code	Statements	1	2	3	4	5
	COMMUNICATION					
Com1	Changes are well communicated to those most directly affected.					
Com2	My immediate manager listens carefully to his/her staff.					
Com3	My immediate manager clarifies misunderstandings if needed.					
Com4	My immediate manager conducts staff meetings in an effective manner.					
Com5	The organization's future plans (strategy) have been clearly communicated to me.					
Com6	I am informed of changes before they actually happen.					
Com7	My immediate manager does a good job of sharing information.					

C0de	Statements	1	2	3	4	5
	Structure					
Str1	Organizational vision, mission, values, goals and objectives are clearly defined that influence me for better performance.					
Str2	In this Organization it is sometimes who has assigned position to make a decision					
Str3	The policies and organization structure of the Organization have been clearly explained					
Str4	Excessive rules, administrative details, and red-tape are few here that makes easy for new and original ideas to receive consideration					
Str5	Our productivity don't suffers from lack of organization and planning					
Str6	In some of the projects I've been on, I have been sure exactly who my boss was					
Str7	Overall communication structure seen in the organization is well planned and clearly defined					

<i>Code</i>	<i>Statements</i>	1	2	3	4	5
	Responsibility					
Resp1	We do not rely too heavily on individual judgment in this Organization; the most judgment is depended on group or committee					
Resp2	Around here management resents your checking everything With them; if you think you've got the right approach you just go ahead					
Resp3	Supervision in this Organization is mainly a matter of setting guidelines for your subordinates; you let them take responsibility for the job.					
Resp4	Our philosophy emphasizes that people should solve their problems by themselves					
Resp5	There is an not awful lot excuses around here when somebody make a mistake					
Resp6	In this Organization Individuals are willing to take responsibility.					
Code	Statements	1	2	3	4	5
	Co-worker cohesion					
COWC1	Employees go out of their way to help a new employee feel comfortable.					
COWC2	The atmosphere is somewhat impersonal.					
COWC3	Employees don't take a personal interest in each other					
COWC4	Employees do things together after work.					
COWC5	Employees are generally frank about how they feel.					
COWC6	Employees often eat lunch together					
COWC7	Employees who differ greatly from the others in the organization get on well.					
COWC8	Employees often talk to each other about their personnel					

	problems.					
COWC9	Often Employees don't make trouble by talking behind other's backs.					

Code	Statements	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
	Supervisors & Support					
SuS1	Supervisors doesn't tend talk down to employees					
SuS2	Supervisors usually complement an employee who does something else					
SuS3	Supervisors don't tend to discourage a criticism from employees					
SuS4	Supervisors usually give full credit to ideas contributed by employees					
SuS5	Supervisors often don't criticize employees over minor things					
SuS6	Employees generally feel free to ask for raise					
SuS7	Supervisors don't expect for too much from employees					
SuS8	Employees discuss their personal problems with supervisors					
SuS9	Supervisors really stand up for their employees					

Code	Statements	1	2	3	4	5
	Autonomy					
Aut1	Many employees have important responsibilities.					
Aut2	Employees have a great deal of freedom to do as they like.					
Aut3	Employees are encouraged to make their own decisions.					
Aut4	Employees can use their own initiative to do things					
Aut5	Supervisors encourage employees to rely on themselves when a problem arises					
Aut6	Employees generally try to be unique and different					
Aut7	Employees are encouraged to learn things even if they are not directly related to the job.					
Aut8	Employees function fairly independently of supervisors.					
Aut9	Supervisors meet with employees regularly to discuss their future work goals					

	Statements	1	2	3	4	5
	Task orientation					
TO1	Employees pay a lot of attention to get work done					
TO2	There is no lot of time wasted because of in effectiveness					
TO3	Things rarely get put off till tomorrow					
TO4	This is a high efficient and work oriented place					
TO5	Getting a lot of work done is important to employee					

TO6	There is an emphasis on work before pay					
TO7	Employee work very hard					
TO8	Employees seem to quite efficient					
TO9	There is no tendency for employee to come work late					

	Statements	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
	Work pressure					
Wkp1	There is constant pressure to keep working.					
Wkp2	There is always seems to be urgency about every things					
Wkp3	Employees cannot afford to relax					
Wkp4	Everybody works too hard.					
Wkp5	There is time pressure					
Wkp6	It is very hard to keep up with your work load					
Wkp7	You can't take it easy and still get your work done					
Wkp8	There are always deadlines to be met					
Wkp9	Employees often have to work overtime to get their work done					

Code	Statements	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
	Clarity					
CI1	Things are not sometimes pretty disorganized					
CI2	Activities are well organized					
CI3	Rules and regulations are not somewhat vague and ambiguous					

CI4	The responsibilities of supervisors are clearly defined					
CI5	The details of assigned jobs are generally explained to employees					
CI6	Employees are not often confused about exactly what they are supposed to do.					
CI7	Firings benefits are fully explained to employee					
CI8	Rulls and policies are not constantly changing					
CI9	Supervisors encourage employees to be neat and orderly					

code	Statements	1	2	3	4	5
	Physical Comfort					
Phc1	It sometimes doesn't get too hot.					
Phc2	The lighting is extremely good					
Phc3	Work space is not awfully crowded					
Phc4	This place has a stylish and modern appearance					
Phc5	The place could not stand some new interior decorations					
Phc6	The colors and decorations make the place warm and cheerful to work in.					
Phc7	It is rather drafty at times					
Phc8	The furniture is usually well-arranged					
Phc9	The rooms are well ventilated					

	Statements	1	2	3	4	5
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	Commitment					
Comt1	I always speak favorably about my organization to my friends and others					
comt2	I am willing to put extra effort when necessary to complete the assigned job					
comt3	I am committed to the values of my organization					
comt4	I am proud to tell others that I am part of this organization					
comt5	I would accept almost any types of job assignment to continue working in the organization					

Code	Statements	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
	Standard					
st1	In this Organization we set very high standards for performance.					
st2	Our management believes that no job is so well done that it couldn't be done better.					
st3	Around here there is a feeling of pressure to continually improve our personal and group performance					
st4	Management believes that if people are happy, productivity will take care of itself.					
st5	To get ahead in this Organization it's more important to get along than it is to be a high producer					
st6	In this Organization people seem take much pride in their performance.					

Part III. Job satisfaction questionnaire (JSQ)

Please tick ✓the number that you feel most appropriate, using the scale from 1 to 5

(Where 1 = strongly disagree, 2 = disagree, 3 = neutral 4= agree 5=strongly agree) Job satisfaction

Code	Statements	1	2	3	4	5
	Job satisfaction question					
Saf1	I feel fairly satisfied with my present job.					
satf2	Most days I am enthusiastic about my work					
satf3	Each day at work seems like it will never end					
satf4	I find real enjoyment in my work.					
satf5	I consider my job to be rather pleasant					

Ddeclaration

I, Ayenachew Girma, hereby declare that “The effect of Organizational Climate on employees’ Job Satisfaction (A case of central office of PFSA)” submitted to University of Gondar, in partial fulfillment of the requirements for the award of the Degree of Master of business administration is a record of original and independent research is my own work and all sources that are used in this study have been indicated and acknowledged by means of complete during the academic year 2015.

SIGNATURE

(Mr Ayenachew Girma)

Date